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# Life Association News

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## ETHICAL PRINCIPLES APPLIED TO BIG BUSINESS

**BIG THINGS OF THE LAST GENERATION HAVE BEEN DONE, ARE BEING DONE AND WILL BE DONE, BY MEN WITH VISION, MEN OF IMAGINATION, BRAIN POWER, INDUSTRY, AND DESIRE TO SERVE THE PUBLIC**

**If Business Were Not Honest in the Main; If Captains of Industry Were Not Looking Toward Higher Accomplishments, Then Our Institutions Would Be Buildded Upon a Foundation of Quicksand and Not on Solid Bed-Rock As We Know Them to Be**

*BIG BUSINESS but a few years ago was regarded by the masses as VICIOUS BUSINESS. This attitude of the mind of the people resulted in a Bacchanalia of muck-raking. Any enterprise of commercial importance greater than a backwoods grocery store did not escape scrutiny. Out of this hysteria a great truth loomed; and it became evident that "patches on a man's trousers are not necessarily proof of his honesty." We now know that BIG BUSINESS must be honest business, else it cannot survive. Warren M. Horner, who delivered the following address at a recent meeting of the New York association, has expressed these ideas as they apply to agency production in the business of life insurance.—Editor's Note.*

By Warren M. Horner

General Agent for Minnesota, Iowa and South Dakota, Provident Life & Trust Company

Sometime earlier in the year I was requested to read a paper before the Minneapolis association on the subject to which these remarks are addressed. I consented for the reason that it is a subject stripped of the personal or local significance, and one to which men's minds should be turned with much seriousness.

### A Great Problem

I was so thoroughly imbued with the opportuneness of such a subject in its larger sense and application, that I was on the point of requesting the committee to permit it to read, "Is Strict Conformity to Ethical Principles Compatible with Large Accomplishment?" thereby permitting a discussion of the national and international interdependence of individuals, and peoples, in regard to one of the greatest problems of all times, one that world conditions, and especially business and social economics in this country, have put squarely up to the people.

However, it occurred to me that the committee had a purpose in the wording of the subject, and if that purpose was to clarify and solidify conditions in the local field, making those engaged in life insurance service in Minneapolis more of a unit in professionalizing and standardizing our work in the mind of the community, to enhance our relation with the public there, and as an example for other cities over the United States, I thought it my duty, as I have always considered it my duty, to work in harmony with the members of this association, and to do what was possible to promote co-operation and mutual understanding.

Therefore, I shall speak to you briefly, upon the philosophy of ethical standards in business, and statesmanship; then give some views with regard to the situation in life insurance,

giving a somewhat personal experience with a general summary in conclusion

Only 19 years ago, William McKinley was elected president of these United States. Men who are only 40 years of age today, voted at that election. This reference is not made for the purpose of discussing the merits of the respective candidates who contended at that election for the highest office the world has to bestow on an individual, nor to introduce the gold standard, or silver propaganda, nor the conditions which were responsible for the strain which tried men's souls from 1893 to the beginning of 1897.

The purpose is to visualize in your minds the fact that in 19 short years we have ceased to consider an income of five thousand dollars a year worth mentioning; that, while up to that time we pointed out a millionaire as a personage of great distinction, now, unless he is a multimillionaire, with emphasis on the "multi," his riches are not worth mentioning.

### Power of Example

There are a few men that we actually know of, and doubtless others could be found, whose path of ascendancy is strewn with the wrecks of men and women, ground into the financial dust by relentless, piratical methods, and the flotation of inflated values. These individuals served their place in the world after all, because in no other way can we have so good an example of what a man ought not to be.

I am glad, and am proud to say, as a citizen of the United States, that those men are the unfavored few, and that the big things in the last generation of this country have been done, are being done now, and will be done in the future, by men with a vision, men of imagination, brain power, indus-



try and desire for service. Men who see the next thing to be done in the world's work, and *do it*; men who fight the industrial battles for a new freedom in business; who fight, not in the rear, herding or driving their associates on to be crushed and maimed in daily endeavor; who do not fight in the rear, removed from any actual physical contact with danger and hardship, but men who lead like real generals, and smooth the way for greater prosperity, better homes, and more happiness, for those who will follow and emulate their spirit, even though they cannot equal their accomplishment.

If there is any man or woman here who believes that business, big business, is predicated, in the main, upon dishonesty, and that it is not compatible with high ethical procedure; in fact, who do not believe that a high plane of endeavor is *essential* for large accomplishment, then, for that individual I am truly sorry.

#### Built on Bed-rock

If business were not honest in the main, and if those who do big things in the world's work as statesmen or captains of industry—and by captains of industry, I mean all those professional and business men who show their fellows the long ascending trail to higher accomplishment—then our institutions would be builded upon a foundation of quicksand, and not on solid bed-rock, as we know them to be.

If you believe in the perpetuity of our national life, and the business institutions of the country, then you must, per se, believe in the common honesty, yes, the inspired efforts of men who lead in their chosen callings.

Alexander Hamilton was an inspired genius in the business of government, and his reputation as such, will never die. His compatriots in ability and sincerity, few in greater degree, but many in lesser degree, are numerous.

Aaron Burr, on the other hand, furnishes an example of how few really consummate rascals ever get into high places, and how, if they ever do reach lofty altitudes, only have the farther to fall.

Do not worry or gossip about the man who is in the public eye in politics or in business. There is no reason for you to worry, because if he is dishonest or insincere he will meet his Waterloo in due time. If you know positively, not from gossip, but through your own eyes and ears that he is on the wrong track, then it is up to you to use him as a terrible example, and go the other way, and if there is the inclination to gossip upon hearsay, do not indulge in that disreputable practice, for it availeth nothing.

#### Do Not Gossip

If people in high places are wrong, misguided, insincere, dishonest, pity them, do not gossip about them. Your pity makes you stronger, your gossip, though founded on fact, makes you lower than the guilty person at whom it is directed.

If a man is accomplishing something worth while, doing things for his state or in his chosen vocation, differ with him if you will, criticise him if you must, but make the criticism constructive, and do it out in the open, to him direct, do not gossip about him, as gossip is a waste of time, warps the soul, makes you contemptible in the eyes of those who know, and does good to no one.

Ingersoll said of Lincoln:

"He knew that fate was not the fool of chance."

"That they who attack the right must wound themselves."

"With him, men were neither great nor small,—they were right or wrong."

"Hating slavery, pitying the master—seeking to conquer, not persons, but prejudices."

"He spoke not to inflame, not to upbraid, but to convince."

He raised his hands not to strike, but in benediction."

The record of millionaires, or the *professional man* in business, statesman, lawyer, physician or minister, who have written their names upon the tablets of time, are the records of inspired geniuses, men whose imaginations have been brought into play, men who have undertaken much, men who have grasped new ideas, as they went sailing by, just as they are

going before the vision (even though blind), of so many individuals all the time, and undertook the service to humanity, represented by these ideas.

None of them have been immune from error, but,

"If the means be just, the conduct true,

Applause, in spite of trivial faults, is due."

In an editorial in the *Minneapolis Journal* the other evening, I read of how Mr. Justice Hughes, because of the machinations and petty jealousies of the small-minded individuals with whom he had to deal as governor of New York, had been driven out of the strife of public life, into the quiet seclusion of the bench, where he could render a real service to humanity, aloof from these useless aggravations.

#### Capital and Labor

Few men care to amass fortunes of millions or tens of millions of dollars, or, extravagant as it may seem, care much for title, even though that title is president of the United States. The mere fact that they are able to amass riches or acquire place which gives title and power, carries with it the unfailing conclusion in the vast majority of cases, that they are men who want their money in the making to help others, not as a charity, but in co-operation, men who see in the acquisition of power and place, a greater opportunity for service to humanity, men who think and work and strive honestly, sincerely, to bring about, or carry their people nearer the goal of community of interest between industry and capital, between the employer and employee. Yes! Between the *people themselves*, and these two contending forces, capital and labor; who are so futilely fighting, instead of co-operating.

It takes faith, men and women, to believe, in this hour of world strife, that we have moved, and are moving, nearer to a reasonable solution of the things just mentioned, but if one reviews seriously, notwithstanding the great war across the ocean, the forward steps that have been made by elimination on the one hand, and progress on the other, one must be optimistic, and not pessimistic, and I hope in the main, that you will subscribe to these statements.

It is not my purpose to disregard the man in the ranks, I mean, everyone who works, from him who shovels on up. There are heroes, captains of industry, statesmen, world builders in embryo, in every walk of life; men who realize that leaders are not enemies, that their employer, living on the hill-top, and riding in a high-powered automobile, is very often more their friend than the one working by their side, the shirk, the man who would take away incentive by making all men equal—men in every walk of life who desire only the opportunity to demonstrate the *inequality* of men, with respect to ability; fit associates of their leaders when the time comes, as it should, and which we are approaching in some degree, when the leaders and their fit associates, or the fit associates and their leaders, either can be first, and either can be last, understand that they must take the people into their confidence, and create that legitimate community of interest; then the dishonest multi-millionaire, political shyster, professional faker, walking-delegate, equality socialist, and the gossip, the meanest of them all, will have cold comfort in this country of ours.

#### The Beggar

I said I would speak about the situation in life insurance.

"During the Victorian Jubilee procession, an English beggar was heard to say:

"I own Australia, Canada, New Zealand, India, Burmah, and the Islands of the far Pacific; and I am starving for the want of a crust of bread. I am a citizen of the greatest power of the modern world, and all the people should bow to my greatness, and yesterday I cringed for alms to a negro slave, who repulsed me with disgust."

We are a part of the greatest business known to the modern world.

Sound life insurance offers to the people of this country, or any other country, a system of finance which, in its relation to humanity, does do more, and will do more, if carried out



to its logical conclusion, in the conservation of life, than any other human agency, and is now, because of the peculiar business fabric of this country, more important to the people than anything but the air they breathe and the food they eat. I do not except religion, because religion is not any good unless the principles and the benefits of sound life insurance, go with religion. I mean the religion in its ethereal sense, because we can carry the religion of the fatherhood of God, and the brotherhood of man into the business of life insurance, and the farther we carry it, and the higher the ethical procedure, the farther we will go in providing protection for widows, orphans and other dependents, and the declining years of all.

#### Not Visionary

You know that this characterization of the business of sound life insurance, is not visionary, fanatical, or even extravagant. You know that the same condition of mismanagement and inefficiency which creates mendicants in the city of London, exists in an analogous state in some degree, in the incompetency characteristic of the life insurance business of the United States, and is responsible for altogether too many alms takers in the agency department of the business.

If you agree with this characterization of the life insurance business, then it must of necessity, be that such a business can only be conducted by men who conceive its true scope and import, men who have a vision, men with imagination, men who desire to serve, and who, while serving their own ends, want to do the most for others; men called to the profession, and who recognize that a wage is a means of livelihood, not a reason for service, and who recognize that the wage can only grow as the service to others is increased, and as they recognize the fundamental principles of the business, and realize that they cannot take any more out of it, than they put in, of earnest, manly effort.

It was with these things in mind, if you please, that, as the years went by, and I became at times embittered over the conditions in this business, that made the resolution at Memphis take form, and become a reality. It was these things, forming over a long period of time, not accidental causes, that prompted that resolution, and made me work the way I did for three years in its furtherance, not temporary aberration or inspiration.

#### The Part-timer

A gentleman, very prominent in the life insurance world, in expressing himself with regard to part-timeism in life insurance, has recently given utterance to the idea that the banker is a rightful part-time agent for life insurance; and I say to you to-day, that such utterances are turning our faces to the rear, instead of forward on the battle-line of progress.

That a banker has no more right, outside of constructively advising life insurance as an economist, to place life insurance, and take a commission therefor, than any other individual, high or low, that is not engaged in the business, and it is just as *vicious, unjust, unethical, and detrimental* to the progress of the business, for him to act as agent or for him to take a commission, as it is for any other man. And I say to you, and I feel that there is little room for you to misunderstand my position, to-wit:

That efficiency in management at the home office, proper standardization there and in the field, will accomplish for you and everybody, here and now, in regard to this business, that which is acknowledged to be the ultimate goal, the professionalization of field representation, predicated upon rightful selection by the company and manager, and examination by the state. That we do not need, should not have, and do not want the "Banker crutch," nor any other part-time crutch; but we do want education for efficiency, in our own ranks, with the co-operation of educational institutions and the rightful use of printer's ink, which will carry the message of life insurance to the people, and it will be an enlightened message—an effective one, one which, backed by standardized agents, will be far more effective in service and accom-

plishment, both in securing to the people adequate protection, and in bringing about corrective measures and sane laws.

Earl Gray, at the last moment, no doubt sincerely, tried to avert the world war, but if the same constructive action and utterances had been indulged in consistently, and persistently, on his part, and by other statesmen for years prior to the war, *there would not have been any war.*

This eleventh hour business before legislatures, is not worth anything, and only tends to precipitate the thing to be avoided.

*Education and co-operation, and not soldiers and shrapnel,* will bring about an amity of nations.

It is the daily, insistent hammering away, through education, and printer's ink, that will change state laws on taxation and other kindred and more important, education and conservation problems, with which we are confronted in this great business of ours, and it requires the efforts of big men; men with imagination; men who rise above their fellows in the desire for service, but who never try to be bigger than a cause, or an institution, and who recognize *that only strict conformity to ethical standards is compatible with large accomplishment.*

#### Two Decades Ago

Now, as to the personal factor involved in this question:

It may interest you to know that I wrote my first application in life insurance, just a little over twenty-two years ago.

There are very few present here who can comprehend the situation in life insurance at that time, or the financial stress in the business affairs of the country, and especially this locality. If I had the ability of word-painting backed with adequate oratorical powers, I could bring you to tears, just giving a true experience suffered, and the word is used advisedly, in the first thirty months, two and a half years, of my experience in the life insurance business. It is sufficient to say that averaging the earnings for that period on a monthly basis, there was a deficit each month between income and outlay.

It is true that in addition to the handicap already mentioned, my own development as a producer was made more gradual by the fact of having only average ability, limited experience, and poor training—outside of the influence of Joseph Ashbrook, the retired managing head of the Provident, a man to whom I owe a great debt of gratitude, but who was too far removed to be of daily service. I am sure that his help was a material aid to me, because in the life of any young man, he is tremendously benefited by rubbing up against a strong personality engaged in the same vocation—one who is in very fact a leader of men, and who holds a large concept of his chosen calling.

#### Essential Qualities

However, there were two things,—tremendous weapons in the hands of any young man,—which I feel were used by me to good advantage in overcoming the obstacles already mentioned, in arriving at a point of reasonable success in the business of life insurance. They were, industry, willingness to work early and late; re-enforced by a constant growing conviction of the economic, and beneficent value of life insurance.

It was of interest to me in looking up data the other day to run on to a memorandum of agreement between myself and a helper, three or four of which I had at one time in Minneapolis, located in large establishments, as an entering wedge to those concerns.

It was drawn up nearly twenty years ago, and provided that the helper was to have one-half of the first year's commission, which, however, was not to include a commission or any part of a commission on insurance on his own life, and that commissions received by him were not to go to the insured.

This incident is mentioned to convey to young men in the business that I have gone through the stages of helpers, part-time agents, as a conveyance, (or handicap), to results. That



each in their turn have been discarded, not, as I know some suppose, when I had arrived at the point where they could be dispensed with, or when they had served their purpose, but, *because with each advancing year and more mature judgment with respect to these things, and from careful analysis along the way, conclusions always unerringly showed that self-inaugurated efforts BROUGHT GREATER RESULTS, MORE REMUNERATION AND MORE STABLE GROWTH AND DEVELOPMENT.*

I have indulged in a great deal of introspection, and retrospection, with regard to the life insurance business the last twenty years, more especially since becoming sole agent for a large field, in the beginning of 1907.

#### Regret

I want to say in such a manner as to permit of no misunderstanding to young men who are just beginning to shape their life's work in this great business, that I have *never* been concerned in accepting business from, or co-operating with, any helper, part-time agent or broker, or with an agent who had no real business in the transaction, where, I mean, there was a commission going to him, but what *I regretted it afterward*, and felt that a *destructive*, rather than a *constructive* transaction had been consummated.

Furthermore, *that wherever, and whenever I personally have controlled the situation, and made the client feel that his ends were best served by direct dealing with one agent, and that those were the only terms upon which I would enter into negotiations with him, after such a transaction, there has always been the feeling of having gone to higher level myself, and in that, something had been added toward the standardization of all agents.*

During this discussion, your attention has been directed to the fact that the majority of men engaged in big business are idealistic in their work.

Even those who slip once in a while themselves expect you to walk the straight and narrow path.

Remember, I am talking about the majority, and it is the majority in whom we are interested, as the other fellow can be let alone, or made to play fair.

I know it to be a fact that young men on the threshold of their life's work in this business, have it thrown up to them that big business is almost invariably accompanied by rebate, and for that reason I cannot do justice to this subject, nor respond, to what I understand was in the minds of the committee, without doing a somewhat immodest thing, saying to these young men that big business in personal writing and agency organization, in the business of life insurance, is like big business in any other field of endeavor, that it can only exist and continue because of high ethical standards and a reasonably inspired imagination.

#### Shoe Leather a Factor

That the business just mentioned is predicated very largely upon the liberal use of shoe-leather, word of mouth, and a thorough study and expanding visualization of the ramifying benefits of life insurance, and a humble, earnest, presentation of those benefits to prospective insurers. Holding always *in mind*, and striving always to have a closer, more professional relation to the individual client.

Furthermore, I have always made it a practice to talk *protection, conservation, life values, not options.* In a personal production averaging, for several years, over a million and a quarter per year, I cannot now recall ever delivering a sample contract to the insured, either in my own company, or of any other in which surplus lines were placed.

Just as there was an accounting, and shake-up in the life insurance business in 1904-5 and 6, *so is there going to be a re-alignment and adjustment, in the business in the not far distant future.*

In the years before the last shake-up I was importuned to change my stripes and principles, and, in many instances ridiculed by officers and managers for the stand taken and maintained. I lived to see most of these thrown in the discard.

*With few frills added I am sticking to the same fundamentals, and selling the people what they need, and what I know they want, not what I think they think they want, superficially, and what I can make the most money on, nor what any company would rather have me sell. The public are my clients, and they get the service they most need, according to my lights.*

I trusted the public and my own judgment before, and I am going to play the same game up to, and through the next re-adjustment.

It is not an easy task to appear here, and say these things, but if my willingness to do it, and the fact that I have done it, promotes, in this city, or at least, in this association, a better feeling among its members, or creates a better attitude of esprit de corps among those members, and in dealing with the public, the embarrassment will not amount to anything.

For twenty-two years I have done nothing but try to be a life insurance agent. I know that in some ways I have failed miserably, *but I know also*, that any prominence gained on the right side, or any real growth in results, has been due to the fact that life insurance has been a sort of religion, something on a higher plane than the ordinary field of endeavor, and that wherever I have taken a high ethical stand, and been in command of the situation, and not allowed the client to bring another influence into the transaction, full commissions and *big, permanent* results have been the outcome, and an *inward sense and potentiality created, which was most valuable of all.*

#### Majority Honest

I want to say finally, that the *vast majority of men are honest*, and just as the vast majority of wealthy men want to be right, and have the good will, yes, the admiration, from the standpoint of ethics, methods and character, of the men and women with whom they deal, their associates, and those pitted against them in friendly competition; so do I desire the good will and respect of the life insurance men in this association.

I do not want anybody to boost my business, but I certainly expect, and have a right to expect, and do expect that only friendly, truthful statements, predicated upon knowledge of facts, shall be indulged in, *and I pray that the practice of every agent connected with this association will be to convey to the public the idea that only honest, legitimate, standardized methods, and high ethical procedure, is compatible with big results, or compatible with results at all, for any length of time, in this great business.*

*And so I leave you with the thought that internationally, nationally, locally and in every field of endeavor, but most especially in our own,— that results, and more particularly, big things, can only be accomplished through a concept and practice of high ethical standards.*

I thank you for your attention, and let us hope and strive for a better and higher plane of co-operation in this association.

#### AGENT GETS THEM EARLY

An agent in the middle west follows the plan of educating fathers to the wisdom of implanting ideas of thrift in the minds of their sons who are approaching manhood, by placing insurance on their lives and paying the premiums for them until they are self-sustaining. He says:

"I know a man who has five sons. He believes in life insurance, and this is what he did for the boys. When each of the boys reached the age of seventeen, he insured the boy's life for \$5,000 on the 20-payment life plan in favor of the mother, and said to him: 'My son, I am going to pay until you go to work and are earning enough to pay the premium yourself, and then I am going to give the policy to you. You can continue your mother as beneficiary or if you should marry you can change it, and make your wife beneficiary. It will be a nest-egg for you in later years, and will be an incentive for you to save money.'"*—Fidelity Field Man.*



# EFFICIENCY METHODS APPLIED TO LIFE UNDERWRITING FIELD

System of Solicitation Used by Successful Producer  
Eliminates Waste of Time and Gives Complete Record of His Daily Work

*Through the kindness of Ashton F. Carter, special agent for the Northwestern Mutual, at Boston, THE NEWS is able to present to its readers, with illustrations, one of the most attractive efficiency systems which has come to our attention. The elimination of waste in the solicitation of life insurance is one of the biggest problems with which the average agent has to contend. The adoption of Mr. Carter's method by the life agent will doubtless prove to be of immeasurable value. Mr. Carter has a large supply of cards on hand and will gladly furnish those who desire to try this system of keeping tabs on one's daily routine. The following address was delivered by Mr. Carter at the recent Convention of the Northwestern Mutual held in New York.—Editor's Note.*

By Ashton F. Carter

The subject, "Methods and Experiences," I think is very important, and one that is very broad and capable of taking considerable time for consideration. Owing to the great amount to be said on the subject, I thought best to prepare a paper, and therefore confine myself to the principal points within the time allotted upon the program. Should there be any point upon which anyone would like further information, I would be pleased to furnish same, if possible.

System is very important in insurance soliciting. The day of haphazard work in any line of business is past. Efficiency and preparedness are the keynotes of success. To be efficient you must be systematic. Make every minute count. Your system must be simple and easy to operate, leaving you time to solicit, and your mind clear for the interview.

The following are a few of these ideas, as I have adapted them to my own work:

I have one card upon which I keep a record of my daily work for each week. This card is so arranged that I can keep a record easily, and analyze the same with the least possible effort. In fact, I generally make up my summary going home from business. This record shows:

Number of hours working	Cannot change
Number of hours soliciting	Remarks
Number of new calls	
Number of new interviews	Patented May 23, 1906
Number of new prospects	
Estimated business	
Number of old calls	
Number of old interviews	
Number of letters received	

Number of letters answered  
Number of telephone calls  
Number of applications received  
Business obtained and commissions received

You will probably say, "How do you find time for this?" But with this card of mine, you can keep this record easily, and I know it will do you good. Some day you may think you have been very busy, but a look at the record on the card will show you where you could have improved it, and thereby become more efficient.

Have you been devoting the full number of hours that you should every day to the insurance business?

Have you given the majority of these hours to soliciting?

Are you having a sufficient number of interviews?

Are you increasing your list of prospects?

Are you keeping in touch with old policy-holders? They are your best advertising.

Upon looking over my records I find that I have personally written 255 persons, and of this number two have been written at seven different times; two have been written at five different times; one has been written at four different times; twelve have been written at three different times; sixty-three have been written at two different times, and the remaining 178, once. This number does not include people I have insured and who have lapsed their policies or died.

Included in this number are a great many persons who have been written recently, and undoubtedly will take more insurance of me in the future.

The names of a number of these policy-holders were given me by former policy-holders. There are also many of my prospects whose names I have obtained when calling on policy-holders.

Are you arranging your calls so as not to waste time in going from one to the other?

Are you writing too many letters?

Are you using the telephone too much? It is very easy for a person to say "No" over the telephone.

Are your policies averaging too small in amount?

And there are many other questions that will suggest themselves, and which this card, if properly kept, will answer.

How can an agent expect to improve his soliciting unless he analyzes his day's work? He is his own boss, and receives his income on the basis of his executive ability, the same as in any other line of business. Improve your efficiency in soliciting, and your volume of business will improve many fold.

In the record  
of my business  
as published in  
the *Standard*,  
when they ex-

plained my system, it shows that over a period of two months my income per call was \$1.97; income per interview, \$2.55; income per hour of work, \$1.36; income per hour, soliciting, \$3.32; income per day, \$10.12; average policy, \$2,773.00; average policy during agents' year, June, 1914 to 1915, \$174.00.

POLICY-HOLDER'S CARD

Jan	Apr	Jul	Oct
Number	Date	Company	
		NORTHWESTERN	
Insured		Plan	
Address		Amount	Form
		\$	
Premium	An.	S. A.	Quar.
	\$	\$	\$
Renewals	An.	S. A.	Quar.
(2) %	\$	\$	\$
Loan		Assigned	Automatic
			Premium Loans Paid Up Insurance Extended Insurance
Date Birth		Doctor	Dividends
			Cash Paid Up Additions
Beneficiary		Relationship	
Cannot change			
Remarks			
Patented May 23, 1897			
Library Bureau U10194 -A			







For two years I have never asked a client to sign an application. I adapt a policy to each case, and when the prospect realizes the great benefit I am accomplishing for him, he will either say he will take the policy, or ask what he shall do next, or ask about an appointment for the doctor. In this way the policy is fully sold because the applicant has been brought up to the point of realizing the great benefits of our policies as adapted to his special needs.

## The Best Investment

I could cite many cases and experiences to show how this system has been the best investment I could have possibly made, but time will not permit it.

In closing, there is one point which is as true now as it always has been.

Insurance is the same as farming.

Month		Year		Day		Total	
Office		Mon		Tues		Wed	
Soliciting A.M.		Thur		Fri		Sat	
Hours		P.M.		Total		Total	
Number		New		Old		Letter	
Calls		Interviews		Prospects		Est. Business	
Interviews		Calls		Interviews		Received	
Answered		Telephone Calls		Applications		Business Obtained	
Commission		Of Sol		Of Sol		Of Sol	
Agent		Total		Calls		Interviews	
Income-per		Day		Hour		Call	
8		9		10		11	
12		1		2		3	
4		5		6		7	
8		9		10		11	
12		1		2		3	
4		5		6		7	
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As the farmer ploughs the field, the agent must plan his work.

As the farmer sows the seed, the agent must interview the prospect.

As the farmer cultivates the plants, the agent must adapt the policy to the client.

And finally,

As the crop is harvested, the agent will receive the name on the dotted line.

The farmer has to work hard. If the agent will work as hard, there is no question as to the harvest of applications.

## HINT FOR LIFE UNDERWRITERS

A boy in knee pants at Eighteenth and Market streets, St. Louis, is making \$27 to \$30 a week selling morning and evening papers, and his only capital is a body a fourth as big as your's, a voice, a smile, and simply awful hang-to-it-ive-ness. Being asked the other day how a little boy like him made so much money selling papers at a penny apiece he replied:

"Why, mister, I just USE myself."

Say, there's a fortune for you in that kid's answer if you'll only USE it!

USE yourself—USE yourself.—*International Life Man.*



## INTENSIVE CANVASS, SECRET OF INCREASED PRODUCTION

Agent Should Exercise More Care in Selection of  
Prospects—Look for Individuals Who Can  
Afford to Pay for Protection.

*Nearly every life underwriter fully realizes that to increase production one must reduce waste, especially time. When, by the employment of systematic canvassing methods an agent succeeds in reducing the number of calls and interviews necessary to close an average sized application, and at the same time increases his annual production, he is marching on the highway of efficiency. Earl G. Manning of Boston, who represents the Provident Life and Trust, in his contribution written for THE NEWS, clearly outlines the canvassing methods which have made him one of the most successful producers in the Hub City. They are, indeed, worth while.—Editor's Note.*

### By Earl G. Manning

Before going into the life insurance business I had aspirations to be a sales manager. I had never sold any goods, except to those who had come to our establishment to buy, but that made no difference. I felt that such a minor detail as that could easily be overcome by a few months on the road, and then I would be able to tell the fellows how it was done, inaugurate sales campaigns, open up new territory and hire successful salesmen.

Well, I never got the job and I am sure it was a good thing for my concern and for me, too, that I didn't.

I have had, however, five hard years in the life insurance field, selling insurance and I am getting more humble every day when I see what the general agent, who corresponds to sales manager in our business, has to contend with.

It is hard enough to get special agents, anyway, but it is trebly hard to make good producers of them so that they will stay in the business.

### Message for New Fieldmen

It is particularly to the new men in the business that I feel I have a message gleaned from my own experience, and if I use the word / quite frequently, I hope it will be pardoned on the score of the nature of the report that I have to offer.

One thing above all others I have observed in the lives of successful men and business institutions is their strict attention to detail. Nothing seems to be too small to warrant a searching examination as to whether it is best fitted for the use to which it is to be put.

I will be frank in saying that I do not like to keep records; I never did like to and never will like to, but I have felt that it was necessary in order to occasionally take stock, to see whether I was making a gain or going behind.

The results have justified the pains taken and I believe they will interest some men in our business.

I consider an interview to be a presentation of insurance accompanied by a discussion with the prospect, for a definite amount of insurance involving the payment of a definite amount of money.

Having this definition in mind I have tabulated my interviews first with regard to total, second with reference to the average number necessary to close one application and third with regard to the average number per case closed.

I find a great many men drop out of our business the first year because they do not get results as quickly as they think they should.

I believe this percentage could be very greatly reduced if

we could get an average from several hundred men showing how many interviews it takes to close one application and what is the money value of each interview.

If it could be shown, for instance, as it was in my own experience, that every 50th interview an agent made, during the first year, would result in an application for \$3,000 insurance for a \$96.00 premium and a commission of approximately \$35.00 per case closed, it might present the possibilities of our business in a different light, and help to retain the agent in the business.

The appended tables are the result of my own experience and it is my hope that some company or agency in the future will compile tables from a number of agents so that an average can be reached, for the use of new agents entering the business.

	1911	1912	1913	1914	1915
Interviews on new men.	932	449	330	330	220
Return interviews.....	1029	1830	1547	1410	1135
Totals .....	1961	2279	1877	1740	1355
Average per week.....	39	42	46	33	26
Applications accepted...	38	69	68	66	78

At the end of the first year during which time any agent has to be more or less indiscriminate in his canvass on account of lack of a large acquaintance, I arrived at this conclusion: I must first either make more interviews and close the same ratio of men; or second, close more men in the same number of interviews; or third, reduce both the number of interviews and the average number necessary to close the case.

The following table shows the result:

	1911	1912	1913	1914	1915
Average number of interviews to secure one application.....	50	33	27	26	17

The ratio of interviews necessary to close one application has consistently decreased and with the exception of 1912 the actual number of interviews was reduced.

In observing the number of interviews necessary to close each case, about the same reduction in ratio is observed as follows:

	1911	1912	1913	1914	1915
Average number of inter- views necessary in closing each case.....	4 3/4	4 1/2	3 3/4	3 1/3	3 1/5

It is significant that in each year over 75 per cent of the cases closed have been within three interviews, which has led me to feel that men who cannot be closed in at least four interviews or less, should not be seen more than once a year and then at the turn of age.

The two factors most responsible for the above results are as follows:

1st—More careful choosing of the men who were solicited.

2nd—Much more care used in the approach and method of presenting the proposition. First, I divided the classes of men whom I canvassed into six general headings arranged in order of ability to pay for large lines of insurance.

1—Proprietors and partners.

2—Corporation officials.

3—Territorial and Department Managers.

4—Professional men.

5—Outside or traveling salesmen.

6—Clerks, mechanics and inside salesmen.

I spent very little time with classes 4-5-6 because professional men like doctors, ministers and teachers have so very little time during the business day that too much time had to be wasted to secure an interview, unless definite appointments could be made. Class No. 6 as a rule has not the ability to pay for much more than a thousand or two, and these men usually take a very long time in making up their minds about



it. I do not mean to say that I did not insure any of this class, what I do mean is that I felt it was not good business to devote very much time to them as a whole.

Classes 1, 2 and 3 are able to pay for policies averaging from \$5,000 up, and these men actually decide quicker on a \$10,000 policy than classes 4, 5 and 6 do on a \$1,000 policy. Result, for a certain number of interviews the average return has been treble and more on account of better selection in men solicited.

The average policy as sold by all the companies does not greatly exceed \$2,000, with a premium of approximately \$64.00 and a commission of about \$25.00.

#### Unit of Sale

I hold that with a unit of sale of \$64.00 or larger, that more time, thought and money should be spent in the presentation.

Look over the list of commercial articles which average as much as this, like talking machines, vacuum cleaners, pianos, etc., etc., and note the care that is taken in getting up literature and various other selling novelties to properly exploit them.

Consider also that all these things have to be manufactured, requiring the investment of thousands and even millions of dollars for factories, which have enormous overhead charges.

We special agents do not have to have any of these things. Usually we are given a place of business, a desk and most of the necessities such as paper, ink, telephone service, etc., which go into the expense account of the average office.

We have no overhead charges; we need no large working capital and the world is our field and every man a possible customer.

My personal feeling has been one of deep appreciation for all these things, and consequently I have felt it was only fair that I should spend some of my own money to make my proposition so attractive that it would compare favorably with commodities sold at a like price.

And this brings me to the consideration of what I believe is the second reason for the reduction in interviews necessary to close a case. It consists in placing in the prospect's hands at the beginning of an interview a proposal for what you wish to sell him.

I have had attractively printed a proposal for insurance on heavy expensive linen ledger paper, which contains three reasonable and interesting paragraphs why life insurance is necessary.

It is so arranged that it allows for fill-ins of the prospect's name, his age or approximate age, the amount of insurance suggested, the plan and the cost for the first year. No cash loan, or other values are noted; nothing but items of personal interest.

In presenting this proposal I have taken great pains to observe how it was received. It takes about two minutes to read and I have found that actually nine out of ten men read it through once and often twice.

#### Let Prospect Speak First

I make it a point, after handing the proposal to the prospect not to speak until he does. After reading, he either asks some question about it showing that he is interested, or makes some statement about his present insurance, or mentions conditions about his family life why he thinks he cannot take it. Usually one of these conditions is reason enough why he should take more insurance.

Thus the intent of the proposal is accomplished—it is attractive and personal enough to command attention and make a man consider life insuring *at the time when the agent wants him to*.

The proposal will not in itself close the man, it merely secures the interview; but it does go a long way in securing immediate action.

You may deduct from this method of canvass that my feeling is that it is better to sell a man first and gain his friendship from the service rendered, than to spend several interviews making a friend of him before you mention your business.

## HOW TO SOLICIT A PROSPECT

Originality in Approach is Fundamental Principle of Establishing an Interest Quickly—Men are Creatures of Impulse

*The following address, delivered by Karl J. Guhne at the recent convention of the Home Life Agency Association in New York, is replete with helpful suggestions both old and new. The speaker refers in a general way to certain knowledge which is quite essential to the up-to-the-minute underwriter. Mr. Guhne represents the Home Life in St. Louis.—Editor's Note.*

In asking me to write a paper "How to solicit a prospect," I would ask of you to accept my ideas as suggestions for the sub-agent, for I do not feel that with my limited experience I have the ability to offer a paper on this subject to members of the Home Life Agency Association.

It will be impossible for me to offer you any selling thoughts in this wonderful business of ours, for after all, it takes years of experience to understand a practical working basis of soliciting our business; so, let these thoughts come to you as suggestions for the sub-agent in the field.

#### Fundamental Principle

First of all, I would like to take for a basis of thought and add to the subject "How to solicit a prospect" the word "successfully." The fundamental principle I would state, is how to approach a prospect successfully. In my mind, the approach is the most important principle that we should safeguard in soliciting our business.

Let us see what we desire to accomplish, and that may give us the correct analysis of our approach. We want to get the attention of our prospect, and create a desire into action in order to close the sale.

Sheldon's six elements which compose a sale are attention, interest, desire, action, confidence, and satisfaction, all of which must be borne in mind in our approach. And from these, I believe that we must jump to the fifth element which is confidence, and have this safely in mind in our approach, for without it, we cannot gain the attention which arouses an interest that will create the desire.

Confidence, I believe, can be more firmly established in our approach than at any other time during the sale. Without the proper confidence, we cannot get the desire of action into the sale.

#### The Cause of Failure

Now then, what must we do to create this proper confidence and gain it quickly in our approach? Let us see the analysis of what the salesman should be, which is no doubt the cause of more failures than anything else.

In order to create confidence quickly, the salesman must be a man who thoroughly understands his business, and make the prospect feel that it is his loss if he does not discuss the subject of his life insurance estate with him because it is knowing knowledge with us that ninety-nine out of one hundred need your services.

Assume, and let it be taken for granted that your prospect knows the value of life insurance, and that it is only a question of time to him when he shall want the services you offer.

Having taken for granted that confidence is established in your approach, let us see what the agent must do to get the desire into action? Although you have created in the prospect's mind the proper confidence, the next important step is the interview. Even though you may have created the necessary confidence in your prospect, it is fruitless to attempt to sell unless the interview is arranged for under proper conditions, which shall be at a time when all business affairs can be completely dismissed from his mind, and you will be able to have his whole and undivided attention.

In this interview which again calls for the proper knowledge and equipment of the agent, the agent should be able to



give the prospect a view of what the future holds in store for him, and the value of a life insurance estate for the future—if he lives or dies.

The agent should be able to show the life insurance policy with entirely new view points, and present it in a different way from that by which it is usually presented.

The agent should be well posted enough to give statistics on life insurance as it stands today as an institution; also statistics on life—which ideas I will include here:

An estate is what your labor produces.

An estate is probably all we shall be able to leave.

Accumulating an estate is everybody's business.

About 358,000 people out of 100,000,000 report income in excess of \$2,500 a year.

#### The Average Estate

The average estate lasts from seven to nine years following the creator's death, ninety per cent of estates of over \$5,000 becoming dissipated in seven years.

Seven per cent of the estimated value of American lives are covered by life insurance, and still seven-eighths of what Americans leave at death is life insurance.

Nineteen out of twenty fail to provide for their old age, or for their families.

Eight million women must work to live.

Thirty-five per cent of widows are in want, while ninety per cent lack life's common comforts.

Ninety per cent of men who have been engaged in active business fail to reach old age self-supporting.

Ninety per cent of children who enter school at the age of six have to go to work before they reach the eighth grade.

Fifty-four out of one hundred men at age of twenty-five will be dependent on some one else at age sixty-five.

Sixty-nine men out of eighty-five reach the age of sixty-five without one dollar.

Eighty-nine men out of one hundred leave no estate at death.

Ninety per cent of male criminals in the United States are from the uneducated masses.

American life insurance has reduced pauperism in this country thirty-three and one-third per cent since 1880.

More than \$30,000,000 have been saved each year in maintaining the nation's poor.

Two-hundred and sixty-three colleges and universities now teach the institution of life insurance.

Legal reserve life insurance is built on interest earnings of carefully selected investments, which are designated and held for future safety by the state, combined with a strict adherence to the law of mortality, which has been determined with such accuracy that it is known to the smallest fraction, just how many persons of a given age will die each year.

A life income contract creates an estate for the support of your dependants.

#### Think of It!

The standard legal reserve companies now pay each year over \$1,000,000,000 to beneficiaries, widows, and orphans.

In other words, as you have the proper interview with the man's undivided attention, you are trying to create a desire. And having the proper opportunity, you must show the real value of a life insurance estate. You will find if you do this that there will be no trouble in getting action from the prospect—if you have created the desire. After all, when you stop to think, is that not the real analysis of how a successful agent writes his business?

There are so many ways of creating confidence and getting the proper interviews that that should be the easiest part of the business for the tactful agent.

Yet so many unsuccessful attempts are made to interest men in life insurance, because they fail to put forth the real value of life insurance. And it is also for that reason, and for the reason that so many men are presenting the business without using any forethought, that naturally no confidence is created, with the result that they do not get the interviews.

Where the proper sale is made, using carefully all the

thoughts that I have expressed, how easy it is for the agent to solicit friends or other prospects—in this same office where he has so successfully laid a foundation, because confidence in him is already established.

Men are creatures of impulse, and are excellent listeners when the life insurance business is properly put before them, but the agent must carry his stroke through—a term of golf with which, no doubt, you are all familiar, and know the many requirements of a perfect stroke in driving, or the ball will slice or pull, and you deviate from a follow-through stroke. The same principle applies in the sale of life insurance. You will never get on the green with your man without the proper training and study of this business.

We believe, in our agency, that there must be originality in the salesman in his solicitation, which of course will bring back the same fundamental principle of establishing an interest quickly, thereby gaining the proper confidence that is required.

We go on one theory only, and that is to get the proper interview and accept no excuses until the proper interview is accomplished, for we know that if our prospect has the same knowledge and regard for life insurance as we know it, there is no trouble whatever in making the sale.

Gentlemen, I present these ideas to you for what they are worth. They are thoughts and suggestions that are being used in training our men.

## Life Experiences of 100 Average Men

*From American Bankers Association*

**Age 25.**—100 men at age 25, at the threshold of life—healthy, vigorous, of good mental and physical capacity—but with no means except their own ability to support themselves.

**Age 35.**—10 years later 5 have died; 10 have become wealthy; 10 are in good circumstances; 40 have moderate resources; 35 have not improved.

**Age 45.**—10 years later, these men having struggled with the vicissitudes of life, what do we find?

11 have died, making a total of 16; all but 3 of those who had anything have by this time lost all their accumulations, leaving only 3 wealthy; 65 are still working and self-supporting but without any other resources; 15 are no longer self-supporting—a few of these still earn something, but not sufficient to be considered self-supporting cases—illness, accidents, reverses.

**Age 55.**—10 years later 4 more have died; 20 are now dead; of the others one has become very rich; 3 are in good circumstances (1 of the 3 who were wealthy at age 45 lost, but another of the other 65 became wealthy).

46 are still working for a living—not having been able to accumulate anything; 30 are now more or less dependent upon their children or relatives or charity for support; some of these may be able to do some kind of light work but they are replaced by younger men.

**Age 65.**—10 years later—16 have died during this period, making a total of 36 out of the 100. Of the remaining, 1 is still rich, 4 are wealthy (1 of those who lost everything before 45 has regained his hold and becomes wealthy), only 6 are still self-supporting but are compelled to work for a living; the others (54) are dependent on children, relatives, or charity.

**Age 75.**—Survivors, 10 years later, 63 are dead, 60 of whom left no estate; 2 of the 5 rich men have lost out. The rest are dependent upon their children, relatives, or charity. From now on the old fellows will die off rapidly, but their financial condition will not improve, and 95 per cent of them will not have sufficient means to defray funeral expenses unless insured.



## FIRST SOUTHEASTERN CONGRESS

Will Be Held in Washington, D. C., on February 24 and 25—National Executive Committee and Seven Associations Participating

National preparedness now is, and has been for some time past, a vital topic in Washington, D. C., but family preparedness, or life insurance, will have its innings on the 23rd, 24th, and 25th of this month, at the National Capital.

The Executive Council of the National Association will meet at the New Willard on the 23rd; the Mid-Year Meeting of the Executive Committee will be held on the 24th, and at 7 o'clock in the evening of the same day the officers of the National Association and members of the Executive Committee will be the guests of the District of Columbia association and the Baltimore association at a banquet. These events will all be held at the New Willard, as will the Congress of the Southeastern Life Underwriters Associations, to be held on the following day.

### Expect Many Notables

While the entire list of speakers for the banquet has not as yet been completed, if the plans of the committee materialize satisfactorily, there will be present several of the most prominent U. S. Senators and members of the House of Representatives, and possibly two life insurance company presidents. National President Edward A. Woods will be one of the principal speakers, and his subject will be "The National Association of Life Underwriters—What and Why."

The Congress, which will be held on the 25th, will be participated in by the members of the following associations: District of Columbia, Baltimore, Richmond, Norfolk-Tide-water, Roanoke, Lynchburg, and Valley of Virginia.

It is expected that the members of the Executive Committee of the National Association will remain over in Washington to attend the Congress, and a general invitation has been extended to all other life underwriters who desire to attend the meeting. The first session of the Congress will be held at 10 A. M. George C. Jordan of the Washington association is chairman of the Congress, and the various committee heads are as follows:

Ernest J. Clark, Chairman Speakers and Program Committee, Calvert Building, Baltimore, Md.

John Dolph, Chairman Finance Committee, Munsey Building, Washington, D. C.

Eugene G. Adams, Chairman Press Committee, Southern Building, Washington, D. C.

Edward S. Brashears, Chairman Reception Committee, Bond Building, Washington, D. C.

The program of the Congress, so far as it has been arranged, follows:

Friday, February 25th, 1916.

MORNING SESSION, 10 O'CLOCK, HOTEL WILLARD.

George C. Jordan, President District of Columbia Underwriters' Association, presiding.

Address: "Life Insurance Salesmanship."

Mr. Edward A. Woods, President National Association of Life Underwriters.

Open Forum—(Each speaker limited to five minutes.)

Neil D. Sills, Richmond, Va., Chairman.

"How to Effect the Sale."

(a) Life, Limited Payment and Endowments.

(b) Monthly Income.

(c) Corporation Contracts.

R. U. Darby, Baltimore, Md., Chairman.

"Where Should Competition Cease."

AFTERNOON SESSION, 2 O'CLOCK.

Open Forum—(Each speaker limited to five minutes.)

Clement W. Huske, Washington, D. C., Chairman.

"Methods for Increasing Efficiency."

(a) The Agent.

(b) The Agency.

E. Mulford Crutchfield, Richmond, Va., Chairman.

"What I Have Accomplished With the Daily Record and Weekly Report Card System."

Edward S. Brashears, Washington, D. C., Chairman.

"Methods of Selecting and Cultivating Desirable Prospects."

## INSURANCE CONGRESS

### FOR THE TWIN CITIES

Plans for the first Northwest Life Insurance Congress, to be called in St. Paul and Minneapolis the second week in April by the associations of the two cities, were announced recently at the annual meeting of the Minnesota association held at the Commercial Club in St. Paul.

The congress, which is to be held one day in St. Paul and one day in Minneapolis, will convene at the Auditorium while in the latter city. More than 1,200 delegates, representing Iowa, Wisconsin, Minnesota, Nebraska and the Dakotas, are expected to attend. Welcome will be extended to delegates by the St. Paul Commercial Club and other civic organizations.

Several officers of the National Association will attend the sessions, and discuss underwriting problems. National President Edward Woods of Pittsburgh, and Secretary A. C. Larson of Madison, Wis., will take part. The interest of the National Association in the Northwest and the importance of the Twin Cities as centers of life insurance work, will be urged.

Plans for a large delegation to St. Louis, to attend the National Convention, September 19, 20 and 21 will be made.

## A NOVEL APPROACH

Wilson Williams of New Orleans, representing the New England Mutual, will extend a formal invitation to the National Association at the coming meeting of the Executive Committee at Washington, D. C., to hold the 1917 Convention in the Crescent City.

It is quite natural that the Southern producers should know the value of a *novel approach*. The conclusion of a 2,000 word appeal to members of the National Association, which appeared recently in the *Insurance Vindicator*, is as follows:

The fiery Meyer, the tireless Powell, the studious Horner, the form of fashion Jerome Edwards, the genial Sills, the hustling Eddy Woods, the elegant Bishop, the rapid-fire Huff—in fact all the old wheel horses of the association, as well as the demure and dignified New England contingent will find meeting most attractive in New Orleans. It is foolish for them to continue to deny themselves the pleasure of enjoying its innumerable attractions.

And when they come to New Orleans they will be taken in hand by men who have kept Louisiana to the front in production. Frank Levy, the dignified and magnetic; T. "Panama" Thompson, the strategist; Wilson Williams, the aggressive and resourceful; "Bill" Smither, the strong and convincing; Dr. E. G. Simmons, the forceful and eloquent; W. E. Millsaps, the quiet but effective; W. R. Harriss, the suave and gentle; H. L. Garic, the Napoleonic; Wm. Henry Brown, the well equipped; J. H. LeSance, the clever and reassuring—these and many others will be there to give them a warm welcome. If there is anything the visitors haven't seen when these gentlemen finish with them, it will be one of the marvels of the age.

Come to New Orleans in 1917. The other places can wait.



# Life Association News

A MONTHLY JOURNAL DEVOTED TO THE INTERESTS OF ALL  
LIFE INSURANCE AGENTS.

PUBLISHED BY THE  
NATIONAL ASSOCIATION OF LIFE UNDERWRITERS

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## ARTICLE II OF THE CONSTITUTION.

"The object of this association shall be to advance the best interests of the cause of true life insurance."

This newspaper is owned by the National Association of Life Underwriters, unincorporated, a voluntary association; Edward A. Woods, president, Frick Building, Pittsburgh, Pa.; A. C. Larson, secretary, Washington Building, Madison, Wis.; H. Wibirt Spence, treasurer, 306 Penobscot Building, Detroit, Mich.

SUBSCRIPTION PRICE, \$1.00 A YEAR IN ADVANCE.

## SELLING TALKS BOOST ATTENDANCE

What is the expression of the C. Neumann theorem in the theory of the Newtonian potential, applied to the oval-shaped solid derived from the ellipsoid by the method of reciprocal radii?

A solution of this problem is worth \$357, that amount being offered as a prize by the Prince Jablonowski Society of Leipzig. Let us remark, in passing, that one's imagination need not be extraordinarily fertile, nor one's knowledge of facts great or extensive to arrive at the conclusion that not a great many people are even slightly interested in such a problem.

Although it is claimed that no mathematician has as yet become entitled to the prize, the world still continues on its journey; the year still contains approximately 365 days, sub-divided into 12 months or 52 weeks of days consisting of 24 hours; children are born and old people die; in fact we still continue to do business at the same old stand, though not in the same old manner.

The expression of the C. Neumann theorem, etc., is not at all essential to our welfare and progress, and, therefore, it is proper to assume that but an infinitesimal fraction of an infinitesimal percentage of humanity cares whether or not the answer is ever found.

Just in proportion as we eliminate problems which are irrelevant to our economic growth, just in that proportion is the measure of our economic progress. An indispensable element of success is concentration, and concentration requires a ruthless disregard of all questions not germane to the subject under consideration.

Success is not excess, but non-essential factors in any proposition are but excess mental baggage.

The "pink of condition" in the pugilist means the absence of superfluous fat; "it takes a lean horse for a long race"; victorious armies have always "traveled light"; great intellectual accomplishments are possible only by intense concentration, the utter exclusion of extraneous thoughts.

Twentieth Century business efficiency makes it necessary for us to be interested only in that which serves our interests. As life insurance salesmen we are interested in the selling of life insurance. Ability as salesmen is the barometer of our success. This is a point which has unfortunately been overlooked in many local associations; it is the reason, too, why in many instances there has been a noticeable decrease in membership.

It is our opinion that officers of local associations are seriously in error in attempting to make association meetings a forum for the discussion of general questions of the day. At a recent meeting of one of the large associations, perhaps two hours of speech-making was devoted to "Preparedness" and "Suffrage." Both important economic problems, we are perfectly willing to admit, but subjects introducing elements of political differences. Neither one bore more than a very remote relation to the dotted line, and all things considered, any underwriter who was interested in either cause could broaden his knowledge and form his own conclusions independent of association circles.

In contrast to the instance just mentioned was the recent "Smoke Talk" of the Boston association, at



## WANTED--

A young man with energy—whose thoughts can be so much on his future opportunities and possible success that he will have little or no time to talk about his wonderful past. In other words, I want a "Result Getter"—not a "Historian"—I want a man on part salary and part commissions to write insurance, to get agents and to work with agents. Good opportunity to the right man for future advancement.

"Come to the Pacific with Ward"

**H. H. WARD, Manager Pacific Northwest**

**Pacific Mutual Life Insurance Company:**  
303-4-5 Title & Trust Bldg., Portland, Oregon  
557-8-9 Stuart Bldg., Seattle, Wash.

which gathering there were several papers delivered which were thoroughly practical in character. The papers were carefully prepared, and although delivered to a Bostonian audience, there was not even a suspicion of high-brow pedantry or intellectual superiority on the part of the speakers. Each speaker hit the line at the point where the solicitor experiences the greatest difficulty—the point of contact of the solicitor with the prospect. Salesmanship was the keynote of the meeting, and doubtless there were many new solicitors present, who did and will cash-in on the points brought out.

This idea of short, snappy, meaty, hard-hitting, practical talks has been taken up in the St. Louis association. When it was first tried, it met with such popular approval that the president of the organization announced that an hour would be devoted at each meeting for the discussion of problems of salesmanship.

We are forced to admit that *Life Association News* is the last word in insurance journalism. This being the case, and as a subscription to *Life Association News* is included in the dues of members of all local associations, such subscriptions should alone be sufficient for membership in any association. It should be and is—sometimes. In certain localities where associations are more or less moribund, *Life Association News* brings the association to the underwriters, so there are men who reserve a chair on the "Old Fire-side Route," while the officers of the association GOT strafe the supposedly recalcitrant members by, for and with absent treatment.

We do not wish it to be understood that we advocate that all associations at all meetings devote all of the time set aside to dollars-and-cents-salesmanship addresses and discussions. But we do claim that far too little attention is now paid to that one subject; that salesmanship is one of the subjects most interesting to a majority of the members; that life underwriters will not join associations nor retain their membership in associations unless the meetings are interesting.

The moral is that a life underwriter is interested in that in which he is interested, which, fundamentally, is the question of making a decent livelihood. HOW TO DO IT strikes home far more quickly and appeals to a greater number of life underwriters than WHY IT SHOULD BE DONE.

For the purpose of presenting our argument we have purposely omitted reference to the ethics of the business. These factors should by no means be neglected, but for practical purposes at least it would be well to frequently assume that they existed generally and in proper proportion. We cannot escape the conviction, however, that food, clothing, and shelter are just as important economic problems to the salesman of life insurance as they are to the prospect. Therefore, the wisdom of devoting a liberal period of time to the con-

sideration of salesmanship problems in contradistinction to flowery oratory and diffuse philosophizing on abstruse subjects.

### LUXURY AND EXTRAVAGANCE

Eighty-eight million gallons of whiskey were made in the United States last year. Who drank it all?

Fifteen billion cigarettes were manufactured in the United States last year. Who smoked them all?

Thirty-two million pounds of snuff were manufactured in the United States last year. Who did all the sneezing?

Two hundred and twenty million pounds of smoking tobacco were made in the United States last year. Who had all the pipe dreams?

Eight and a half billion cigars were made in the United States last year. Who made all the smoke?

Half a billion packages of chewing gum were manufactured last year in the United States. Who worked their jaws?

Twenty thousand moving-picture theaters paid \$25,000,000 for films last year and 11,000,000 persons saw the moving pictures. Where did they get all the dimes and nickels?—*Leslie's Weekly*.

### APATHY AND COMPETITION

The merit of any proposition, whether insurance or not, may be based upon two barriers, i. e., barriers of human apathy and competition. The public is not interested in the thing you want to say to it. It is indifferent. Then comes competition, and it is here that you need salesmanship. If I were to define salesmanship in one sentence, I would say "Salesmanship is nothing more or less than making the other fellow feel as you do about the thing you have to sell." Every sale that takes place, does not first take place in an order book, or a check book. It must first take place in the mind of a person who buys the goods.—*Hugh Chalmers*.

### SOME SALESMAN

Peals of laughter came from the president's room as the secretary stepped out.

"Mr. Green is too busy to see you at present," said the secretary, politely.

"I'm sorry," said the insurance agent, who had called on business. "Will you go back and tell Mr. Green that I've got two stories just as good as the one he's heard, if he'll let me in to tell them?"—*Detroit Free Press*.

### LOAFER HASN'T A CHANCE

There's nothing easier, boys, than slowing down when you feel a little off your feed or swelled because you've had a little better than ordinary success. BUT—

The three R's in the salesman's school are: Rustlem, Ritem and Renewem.

In our game the loafer hasn't got as much chance as a celluloid mouse being chased through Hades by an asbestos cat.—*Educator Monthly*.

### PARTIAL LOSS

By falling from a cart a Chinaman, who carried a large insurance, says "Tit-Bits," was quite seriously injured. There was some doubt of his ever getting better. At length one of his friends wrote to the insurance company on his behalf:

"Dear Sirs: Hong Wang Lee half dead, likee half money."—*Exchange*.





## A GROUCH IS AN INDIVIDUAL WHO TAKES BUT NEVER GIVES

Anonymous Writer from Troy, N. Y., Confesses Blindness to Benefits Enjoyed by Members of  
National Association

A "grouch" is a dangerous thing. There is ample medical and psychological support to this assertion. Dr. E. Nevin Stump says: "There is a specific and decided change in the blood of a man who succumbs to an attack of the grouch." Dr. Maurice de Fleury, the distinguished French scientist, claims that there is a grouch microbe—a very dangerous and poisonous little animal—which has the same puckering effect on the blood as a powerful acid. Dr. Otto Veraguth, of Berlin, has invented a machine for measuring the varying degrees of a grouch. Dr. Joseph Grasset, of the French Academy of Medicine, has declared in his book—"The Semi-Insane and the Semi-Responsible"—that all conditions which may be summed up in the one word "grouch" are varying degrees of semi-insanity.

Ordinarily we fancy that a "grouch" is of comparatively short duration, and the opinions quoted are in connection with periods of mental perturbation rather limited as to minutes or hours. Like the Arab, it is supposed to suddenly "fold its tent and silently steal away." If this be true, what must be the condition of a man with a chronic grouch? And is it not true that a man who has the temerity to acknowledge himself as a grouch must be a chronic grouch?

"Honest confession may be good for the soul," but it also frequently reveals an infected area which may lead to a diagnosis of conditions which prompted the confession. We are in receipt of an interesting communication signed "Grouch." The letter follows in its entirety:

"The appeal for increased membership of Mr. Edward A. Woods is so persuasive that it almost gets my signature on the dotted line. My reason for holding off may not be a good one, perhaps is not logical, therefore, I desire your members should know why one \$200,000 man will not come across, thereby affording some of your correspondents an opportunity to point out the error of my way.

"Particularly does this statement, 'The time ought to come when the life insurance man who does not belong to the Association will be discredited, etc. . . .'" impress me.

"To be a member of a medical society one must pass a State examination, and demonstrate that he knows his anatomy, therapeutics, diagnosis, and *Materia Medica*. So to become a member of a bar association one must convince an examining board that he knows his Blackstone, his Kent's Commentaries, the rules of evidence, torts and contracts.

"Why these requirements? Simply to improve the quality, and minimize the number of practitioners! They are nothing more nor less than labor (professional) unions.

"Without some such requirements, an examination to show that the Underwriter knows his anatomy, diagnosis, and therapeutics of life insurance, as well as his Contracts and the law of life insurance, I am unable to see where the organization is of any benefit to the life insurance solicitor.

"It may be particularly beneficial to the 'Boss,' that is the General Agent,—in fact I know some Managers and General Agents who are officers in the nearest Underwriters Association who employ part time men—bank clerks, prison employees, and in some instances hire political hacks to milk their friends of a policy, not sell insurance understand, but just hold them up.

"Why not an Association based upon quality rather than quantity, Mr. Woods? This would be more in line with your business policy."

GROUCH.

Mr. Grouch, our correspondent, claims to be a two-hundred-thousand-dollar-man, and let us say at the very beginning of our comment, that if it had not been for the activities of the members of the Life Underwriters' associations at the time of the Armstrong upheaval, a production of two hundred thousand dollars annually would almost have made peanut peddling preferable to soliciting life insurance—considered purely in the sense of money-making propositions. Therefore, the reason why Mr. Grouch is able at the present time to make a fair livelihood is due to a large extent to the work of the association which he now criticises.

Mr. Grouch refers to the fact that members of medical societies and members of the bar must pass certain examinations designed to test the knowledge of the applicants on the respective subjects involved. No one will dispute this. The time may come when such conditions will obtain in the life insurance business. At the present time, the life insurance solicitor has a more critical examining board than any medical society or any bar association. This examining board is the public—and public opinion—the opinion of the people—is tremendous in its influence. With life insurance scarcely more than fifty years old, the National Association of Life Underwriters, through its affiliated local bodies, recognizes the immeasurable value of public opinion. Therefore, its ethical propaganda is based upon the idea of fair, square and honorable dealings between agents and prospects. The public is the final court of appeal. There are intermediary examining boards—such as the companies, the general agents, and the state superintendents of insurance, and it has been said that the majority of full time life insurance agents are just as honorable and just as proficient in their vocation as are the majority of physicians and the majority of lawyers.

Just to show our friend, Mr. Grouch, a few of the conditions in which he shares the benefits, but to which he refuses to contribute his support, let us give our attention to the following facts which have been compiled by the officers of the National Association:

The Life Underwriters' Association have brought once fiercely competing agents together, ameliorated competitive methods, brought about wholesome intercourse between those in the same business, established insurance as an institution in the public mind by united instead of discordant agents. It has thus helped convert life insurance field work from a chaotic and disreputable state into a business of the highest standing.

Representing all life insurance agents of all companies, the National Association speaks for the institution of life insurance as agents of single companies could not.



It has helped to bring about distinctly better field conditions—both by aroused sentiment and by law, as for example:

- (a) The abolition of rebating;
- (b) Elimination of unworthy agents—formerly possible because of the non-intercourse of agents with each other and because of lack of sentiment against the disreputable;
- (c) The abolition of competitive literature and advertisements by sentiment and the encouragement of legislation to help to eliminate "twisting";
- (d) Prevention of the migratory and unsuccessful passing from one company to another, harming the entire business;
- (e) Effectiveness in legislation, as only the organized, combined representatives of all companies could be, assisting materially in almost every state and at numerous times the passage of laws for the well-being not only of the agency end but of other branches of the business.
- (f) The decrease of taxation upon policy-holders;
- (g) Securing in numerous ways publicity for life insurance.

One might continue almost indefinitely, but there should be a distinct satisfaction in becoming a part of the greatest movement going on in the life insurance business—of a gigantic whole instead of the isolation of selfishness.

Perhaps Herbert Kaufman, in "The Dreamers," gives the most succinct and satisfactory definition of a "grouch" that has ever fallen under our attention: "For worlds are made of little men who take but never give; who share but never spare; who cheer a grudge and grudge a cheer."

Take our advice, Mr. Grouch, from Troy, New York, and hop on the band-wagon.

## WOULD BILLY SUNDAY BE SUCCESSFUL LIFE AGENT?

Some one has said, "If the English language gets in my way, God help the English language."

Those who are familiar with Billy Sunday's particular brand of declamation may be of the opinion that he was responsible for the declaration quoted. Be that as it may, Billy Sunday is by no means reluctant in asking God to help everything needing help, including sinners and the English language.

That reminds us that Floyd Varney of Buffalo, N. Y., in a recent number of "The Life Insurance Independent" suggests that Sunday's picturesque combinations of words could be used to good effect in soliciting life insurance. Says Mr. Varney:

"We have been observing the success of the Rev. Billy Sunday in his evangelistic work and it has occurred to us that his methods might be applied in writing insurance. We offer the following sample as a soliciting talk:

"Greetings bo. I'm the guy that peddles insurance, the stuff that gives the old woman and kids a meal ticket after you're planted. Get me, kid. For a few jitneys a day you can relieve your worried think tank and know that your better half can give tango parties and play bridge for fifty cents a game after you have kicked the bucket. So come on, you poor mutt, hit the trail, and put your John Hancock on this dotted line."

"This line of talk will secure the application, and when you go to collect the money talk in this manner:

"Come across with the iron men, you low lived tightwad, kick in."

"After this little conversation, you should be able to walk out of his office with the money and know that you have an insurance convert. If Sunday can do it, why not you?"

Why not? As a matter of fact, thousands of industrial policies have been sold by means of appeals clothed in words far more inelegant and undignified than Billy Sunday's fertile imagination ever conjured. Former National President Charles W. Scovel but a few months ago referred to a Ger-

man agent he once knew, whose principal equipment as a salesman consisted of an intense earnestness and the repeated use of the assertion, "It's a goot ting."

By all means, in soliciting life insurance, let us so frame our arguments that they will fall within the mental confines of the prospect. Talk as Billy Sunday talks, talk Hindustani, or use the sign manual of the deaf and dumb language—but whatever method is employed, let your vocal cords give expression to thoughts which are easily understood and readily assimilated by the prospect.

Billy Sunday appeals to the masses—the common people—and the reason of his success is that he speaks in language which is understood by those people.

Is it not a good plan to make things clear, plain and simple, by means of terms and expressions which are likewise clear, plain and simple?

The reason why more life insurance is not sold is because life insurance is not understood, and the reason it is not understood is because what should have been education on the part of the agent, is mystification on the part of the prospect.

Of course, if one desires, methods other than those of Billy Sunday may be adopted. For instance, one may go to the other extreme. Take the following as a model for the first interview, and watch your bank-balance grow:

It is apparent that an insurable interest exists between you and the person whom you presumably desire to nominate as your beneficiary, for Justice Field summarized this relationship as "an interest arising from the relation of the party obtaining the insurance, either as a creditor or surety for the assured, or from the ties of blood or marriage to him, as will justify a reasonable expectation of advantage or benefit from the continuance of his life. (*Warnock v. Davis*, 104 U. S. 775). Also judging from your personal appearance and my knowledge of your habits, I am inclined to believe that your age, weight, absence of evidence of albuminuria, absence of evidence of arterio sclerosis, blood pressure, microscopic examination of blood, family history, and general physical and moral condition will convince our medical directors that my company can afford to sell you one, several, or all of its two hundred and fifty policies. It is no doubt perfectly obvious to you that a multitude of actuarial computation will be necessary in the transaction. The American Experience Table of Mortality bears a close relationship to the law of probability and the law of compound probability, which, together with certain other features of the business all of which are inter-related and inter-dependent, such as compound interest, loadings, reserves and surpluses, will eventually work out with such unerring accuracy that at the stipulated time, either at your demise, or previously, should the contracted so stipulate, such contract will be fulfilled.

The English language contains approximately six hundred thousand words.

Choose your verbal ammunition, gentlemen! But be careful in your choice. A happy medium might not be a bad idea.

## A STORY FROM AMERICA

Marcus L. Sloman, insurance solicitor, was undergoing an operation for goitre at a hospital. He had not taken an anæsthetic.

In the middle of the operation, Dr. D. W. Eisenrath, the surgeon, wanted to test the condition of the patient's throat. "Try to speak, Mr. Sloman," he said soothingly.

"Doctor, have you ever thought of getting an insurance policy to protect your wife and children?" was the reply.

By the time Sloman got up he had the doctor's name to a \$5,000 application. Then he went out and got the nurse for \$1,000.

Moral for insurance men: When undergoing a surgical operation, don't take an anæsthetic.—*Editor Canadian Insurance.*



# SELLING POINTS

**N**O news matter is read with such avidity by the life underwriter as new and novel selling points. *THE NEWS* will endeavor to maintain in subsequent issues a department containing new arguments in life insurance salesmanship. The success of this department depends upon members of the National Association. Send in your best selling argument to the Editor and receive a score of valuable ideas in return.

## HOW TO SELL MONTHLY INCOMES

By O. T. Compton, representing the Aetna Life Insurance Company at Evansville, Ind.

The man who is imbued with the spirit of love for family and of the betterment and uplift of society in general, thinks of the preservation of the institution of the home as the unit of society and government. As the head of this institution, aside from the present support of the family, his greatest duty to the dependent members is to make permanent provisions for the material things of life.

In a neighboring state some years ago, the writer made some investigation as to the cause for the delinquents in the penal and charitable institutions of the state, and he reached the conclusion that ninety per cent of all the delinquencies of society, mental, physical and moral, were caused directly or indirectly by poverty and want. Proper provision for the family is the predominating thought of man and the only question for solution is the most economical and practical way of meeting the responsibility.

### The Tax Question

This can be arrived at best by comparison with other things with which one is familiar. The average tax rate in the average American city is about three per cent of the assessed valuation of property. The cost of a monthly income policy at age thirty-five, providing \$100.00 a month for twenty years certain, is only a little in excess of one and one-half per cent, or \$376.60 for \$24,000.00 payable in monthly instalments of \$100.00 each. This is about one-half the average tax rate. Again, in order to provide a similar income in another way, a man must invest \$692.68 per year for twenty-five years at four per cent to accumulate \$30,000.00. This amount in turn yielding four per cent net would produce the \$100.00 per month. Very few men who can provide \$1,200.00 per year for wife and family can also lay away about \$700.00 more.

Besides, a man must live for twenty-five years and make his payments regularly to accumulate this amount. It is for such men as these that the monthly income policy comes to solve the problem at about one-half of the annual cost necessary to accumulate the necessary sum to provide \$100.00 monthly in some other way, and this income will begin at the death of the insured at any time after the policy is in force and would prove to be a wonderful benefit should the insured die early.

The ideal estate is one in which the fluctuations of value and the element of chance are eliminated in so far as this is possible. It is claimed on good authority that not one dollar has been lost to the holders of legal reserve insurance policies on their insurance in the last thirty-five years, as a result of the failure of a company. Contrast with this idea your observation of losses to depositors in savings banks in the last ten years, together with the fact that ninety out of every one hundred business men fail once in twenty years. If it is necessary that men speculate with their earnings, women who are not

trained as financiers should be relieved of that necessity. There are no financial institutions so closely safeguarded by legislative enactment and that have so large an asset to liability as the old reliable legal reserve life insurance companies. The surplus alone of those companies runs into the millions.

### A WELL PLANNED APPROACH

"Salesmanship" gives a story by Norval A. Hawkins, general sales manager of the Ford Motor Company, in which he tells how an insurance solicitor made an impression on him. The man sent in a card bearing only the name—Mr. Pickens. The information that went with it was that his business was purely personal. When admitted he said to Mr. Hawkins that he had called relative to a personal matter contained in these letters—at that time taking out of his inside pocket six letters.

Without handing the letters to Mr. Hawkins he went on to ask if he was not right in saying that Mr. Hawkins had been seriously sick, so sick that the doctors did not expect him to get well, and that as a matter of fact he was not certain now of his permanent recovery. Mr. Hawkins replied in the affirmative and then the agent gave him the six letters. Three of them were from the doctors who had attended him, testifying to his complete recovery, and the others were from home office officials of the company offering to insure him up to a million.

In the article, special mention is made of the fact that the agent had nothing in that inside pocket, except the six letters—not a mess of papers to fumble with. Mr. Hawkins also calls attention to the fact that the agent was so perfectly dressed that his clothes were not in evidence at all—only the man made an impression—an impression of simplicity and force.

### ONE CASE EVERY WEEK

The great weakness in life insurance selling seems to lie in the lack of continuous effort. It is very pleasant, no doubt, to work hard, complete a case and then loaf—but it's a habit that cuts into a man's efficiency and slows him up.

Various means have been tried in different agencies to promote continuous effort, such as "a minimum number of calls each day."

But calls are not cases. A well organized plan to *complete one case each week* has often worked successfully. But the tendency here, usually, is to put off closing until the last minute. Along about Saturday the agent suddenly wakes up, flaps his wings in a lively manner, makes a few false starts, and usually succeeds in not succeeding.

One man who found he had this tendency to put off, worked this plan to overcome it: He started out on Monday morning as if it was the last day of the week. On Tuesday he did the same. He kept it up. *This man has one record of 71 weeks of consecutive production, and two other records of 69 weeks.—Agency Items.*



## WHY WOMEN BUY LIFE INSURANCE

By Miss Georgia Emery, of Detroit, Representing the Massachusetts Mutual.

Every intelligent agent knows that as a money-making plan insurance is surpassed by a dozen other propositions, and that, if he leaves protection out of his argument, there is little left. One needs only to invest on paper, by means of the compound interest table, the premium of an endowment policy at three per cent for twenty years to demonstrate.

The average woman looks upon her dependents as only temporary,—the probabilities are that she will outlive her father and mother; the brother she is helping through college will be able to finance himself in a few years; and she has no vision of a husband and children for whose livelihood she will be responsible. Since the necessity of protection for another is the exception, and not the rule, among women, and since the time has passed when the agent can deceive the class of women who buy insurance into the idea that *profit* is the main thing in a policy, why solicit women?

Why does insurance appeal to women? "Safety First!" Protection, pure and simple. The spectre of an old woman without any money; the haunting dread that flashes through the mind of every self-respecting woman when she reflects that ninety out of every hundred men at age sixty are dependent; the idea of having something that will pay her final expenses and to save her from being an object of charity; the benefit of compulsory systematic savings; the inspiration to "leave it saved" which no other financial plan develops; something to fall back upon in an emergency; the security against fraud, fluctuating values and worry;—that ONE institution in which she can put her money with the greatest degree of safety and the least possibility of loss.

To be sure, almost every situation that makes insurance desirable for men is found among the self-supporting women, in specific cases:—the woman who takes insurance for the benefit of dependents; the woman who buys because she is in debt or wishes to borrow; the one who needs additional business credit; the one who will not save in any other way; the one who is not in a position to invest her money intelligently. There is the widow who plans the education of her children, the young woman who knows that after she acquires a husband companies will limit her privilege of safeguarding her future, the woman of means who puts enough in insurance to be safe, whatever happens; but in the final analysis women in general buy insurance because of the knowledge that their earning capacity is limited to a few years and that provision for their future must be accomplished during their productive years.

## SIFT CHAFF FROM THE WHEAT

Confine your efforts to men who will make a definite appointment with you, for the sole purpose of talking business, and discard the rest. In the first place a man who will consent to meet and discuss life insurance with you during his leisure or even during business hours is at least interested, and if you will confine your efforts, not to getting applications on first interviews, but to getting definite appointments, calling by the name of prospect only those with whom you succeed in making definite appointments, you will find that ere long you will be writing a greater percentage of your prospects than you ever did before, and your prospect file will gradually change from a useless dumping ground for information to a permanent, useful, valuable group of prospects—real prospects—not "dead wood."—*W. P. Van Altena with the Northwestern Mutual.*

## DIVISION OF GRATITUDE

Widow: "Is that the wolf at the door?"

Daughter: "No; it is the man with the life insurance money."

Widow: "Thank God."

Daughter: "And the Insurance Agent."

## SOME ADVICE WORTH USING

The following advice may be made good use of:

Don't waste your time chasing people who have no money. Don't waste time trying to insure young men just out of college; they all feel that they will live a hundred years.

Don't do all the talking, give your prospect a chance and keep in mind the fact that you never can sell a man anything unless he will talk to you.

It is easier to insure a father than a single man.

It is easier to insure the man who understands life, and who has attended a few funerals.

When the prominent man of a small community dies, then is the time for you to get busy in that community.

When a man dies, do not forget sympathy and courtesy; let his family alone during their bereavement, but get busy with the "House Next Door" and all the families on the same street.

The easiest man to insure is the man of forty; you do not have to convince him that "life is short."

Always go to the doctor with your client, never leave him to go alone, because the average man is a poor hero when it comes to a medical examination.

Remember that the great crime of life is—old age, without a dollar.

Keep your eye on the clock, every day gone by never returns, make the most of each day.

Insure your own life and protect those that depend on you, and you will be a much better preacher.—*A. S. Browne.*

## SELLING METHODS THAT WIN

A short time ago a salesman for a local music establishment tried to sell me an expensive Victrola for use in my home. At first he appealed to my pride, telling me that all my friends had such instruments in their homes, that it was a nice ornament, etc.—but all that didn't strike me as much of an argument. He then appealed to my love of music and that stirred me considerably, but didn't quite shake two hundred dollars out of my pocket. Finally, he mentioned my little daughter (the pride of her "Dad") and pictured what a fine thing it would be to instill in her a love of good music: how it would mellow her emotions, strengthen her affections and sweeten her already charming disposition. Well—that got me, and got me quickly, for it struck a strong motive—and if there are any good "records" I haven't purchased to date, it is only because that little girl hasn't yet heard of them.

As above stated, salesmanship is a mental game, pure and simple. Before you can sell a man anything, you must invade his mind and influence him to *think* the thoughts he must *think* before he will buy. What you seek to create in your prospect's mind is first a *desire* for your goods and then a *resolution* to buy them. To accomplish this result you must be able to change his mind to your way of thinking.—*R. Perry Shorts.*

## NOT EASY TO SAY NO

"You cannot argue people into buying life insurance. You can drive them from buying by argument. Particularly when the time comes to close the transaction, the mind of the applicant should work with you and not be combative. . . .

"Make him think *he* is doing it, that you are simply carrying out his suggestions. As far as possible, avoid statements he will combat.

"Phrase your questions so that he cannot easily say 'no.'

"Instead of asking him whether he should not have more insurance, ask him if there is any reason why the insurance on so valuable a life should not be adequate instead of inadequate.

"Sometimes you can get the name on the dotted line 'just to see how it would look;' then ask if there is any reason why he should destroy that paper which may mean so much to his family.—*Edward A. Woods.*



## APPEAL TO YOUR PROSPECT'S FEELINGS—DON'T PREACH DUTY

The public is probably tired of what it may consider "can't" about the duty of insuring one's life. Besides, men hardly like to be told their duty by a life insurance agent, who is known to be financially interested in the result. Men will insure their lives when convinced that it is for their interest to do so, and the successful agents are those who have convinced their prospects that a life insurance policy is a desirable thing to have.

We do not expect men to insure as a cold matter of duty, but because of their regard for those whom circumstances have made dependent upon them, and for the better condition of their estates at death, and they see in a life insurance policy the only way of making a satisfactory provision for them. Thus they buy life insurance as they would buy clothes or books, etc., for their family, and to advance their personal and family interests.

### THE BUSINESS STANDPOINT

Aside, however, from the interest of dependent ones, and viewed from a business standpoint alone, a life insurance policy appears very attractive. How much better does a man's estate look when he leaves it with a few thousand dollars in clean cash with which to meet present obligations and provide for the profitable disposition of the remaining portion. When a man comes to draw his will he generally finds there are certain bequests which he desires to make, but for which the cash value of his property as it now stands will be insufficient, and nothing short of a life insurance policy will supply the deficiency. It is not so much what his duty requires as what in the goodness of his heart he wishes to do. He would never have the wish to insure except as the agent has increased his wants and shown that those wants can be met in this way and in no other.

So the agent may well say to his prospect, in imagination, "I am not here to urge you to do a duty, because you know quite as well as I what your duty is, but knowing what you wish to do I am going to suggest a way by which your wishes may be realized." If the agent is able to inspire in his prospect an earnest desire to leave a larger estate, and to make a more bountiful provision for those who come after him, his battle is half won.—*Ætna Life News*.

### NOVEL SERVICE SUGGESTION

We have in mind a specially successful agent who makes it a part of his business to secure better positions for young men, also securing increases of salary for young men who are already positioned.

Doing this gives him such a strong hold on their friendship that in every case he sells them life insurance.

He makes this so real a part of his business that it amounts practically to his quietly running an employment agency without even his competitor knowing it.

Approaching an employed young man in the usual solicitor manner he asks him whether he is perfectly satisfied with the salary he is receiving. The young man answering that he is not, as most young men answer, the agent questions him closely as to his experience, capability, etc. Then says to him:

"Now suppose I succeed in getting you a better-paying position, or increase of salary, according to the case, do you promise to take out a life-policy, or increase your present one, with me?"

In every case he gets an affirmative answer. Then, in his going about town, he finds the young man a better job, or exerts himself to get him a raise.

He keeps a list of ten to twenty picked young men on hand, and another list of firms and companies who need or are likely to need picked young men—and thus he works the matter systematically and thoroughly.

The net result is that this agent is building up an exclusive, high-class business that is constantly increasing and that will stick to him as long as he lives.—*International Life Man*.

## A THOUGHT ON CLOSING

"Give me an argument which will make people insure NOW. Everybody seems to be 'going to take out a policy'; what I want to know is how to get the app NOW."

Do it this way: Take a sheet of paper and begin to figure: "There are 1,000 houses in this town or county, none of which may burn this year, nor next year, nor during the next 10 years, nor during the next 50 years, nor ever! But they *may* burn at some time.

How many of those houses go uninsured? None.

There are 1,000 men in this town or county (take any age and refer to mortality table), age 45, 9 will die next year, in 10 years over 100 will be dead, in 20 years over 250 will be dead, in 50 years all will be dead.

How many of them are uninsured or underinsured?

Is the house that you live in more valuable, or worthy of more thought and care, than the brain that built it and the body that houses the soul? Does the neglect of the house hurt the family so much, in case of fire, as neglect of the machine that keeps the family supplied with the necessities of life, in case of a breakdown—DEATH?

Use JUDGMENT in applying this idea and it will get you some apps.—*International Life Man*.

## DECEPTIVE DIPLOMACY NOT NEEDED

Some men seem to think that a sort of deceptive diplomacy is necessary to success in salesmanship; but if there is a quality which is absolutely essential, it is *sincerity*. It is easier to be really interested in your prospect, his business, his hobby and the things that naturally interest him, than to pretend to be. The moment a man finds you are only pretending to be interested in him, he loses his confidence in you, and confidence is the foundation of trade.

Be *genuine*. No man wants to feel that he is the victim of a commercial diplomat who is pretending an interest, just as a professional politician feigns interest in voters before election. Get over on your prospect's side of the fence. Talk about his crops, his horses, his business—in his own language, if you can—but in any case *be genuine and sincere*.—*E. P. Perrine, Denver, Col.*

## THE SPECTER OF PAUPERISM

S. W. Strauss of Chicago, president of the American Society for Thrift, contributes a short article on "The Spectre of Pauperism" to the January 13 issue of *Leslie's Illustrated Weekly*, in which he calls attention to some startling facts. He says that in the United States 66 out of every 100 people that die leave no estate whatever. Of the remaining 34 only 9 leave more than \$5,000, and the average of the balance of 25 is a little less than \$1,300. He further states that at the age of 65, 97 out of every 100 are partly or wholly dependent upon relatives, friends or the public for food, clothing, etc. In the United States Mr. Strauss says that according to government statistics 98 per cent of the American people are living from day to day on their wages, and that a loss of employment would mean pauperism for all but 2 per cent. These facts afford a strong argument for life insurance.

## NEW INTEREST-AROUSER

After approaching your well-positioned young prospect in a serious manner, say to him in an impressive way:

"Would you like to have your salary guaranteed for life?"

There is a new interest-arouser that will catch and hold either the most sluggish or the brightest-minded prospect.

It will open him to your talk in spite of whatever he's got on hand to do.

Put your life insurance proposition to him all in the guise of a salary-guaranteeing proposition. Make your talk a salary-guaranteeing talk. Try it!—*International Life Man*.

## FORGET YOUR MISTAKES

Learn from mistakes, but don't cry over them. We best redeem the past by forgetting it.—*Elbert Hubbard*.



# ST. LOUIS CONVENTION

September 19th, 20th and 21st

1 9 1 6

**10,000 MEMBERS**

(Date subject to approval of Executive Committee)

## FIGHT AGAINST INCOME TAX ON RENEWAL PREMIUMS LOST

**United States Circuit Court of Appeals Has Unanimously Affirmed the Decision of Judge Chatfield in United States District Court**

Some time ago, we referred to the decision in the case of Chas. Jerome Edwards vs. Keith,—U. S. Collector made by Judge Chatfield in the District Court of the United States for the Eastern District of New York, with reference to provisions of the Income Tax Law, in so far as those provisions affect renewal premiums on life insurance, on business written prior to March 1, 1913. His decision was to the effect that renewal premiums as they are paid, constitute income for the year in which they are paid, and are taxable.

An appeal was taken to the United States Circuit Court of Appeals for the Second Circuit, and that Court has unanimously affirmed the decision of Judge Chatfield. Judge Lacombe, writing the opinion, pointed out the provision in the contracts between the agents and the insurance companies which were exhibits to the complaint, that "commissions shall accrue only as the premiums are paid in cash." He also points out that although fully earned by work already done, there is no certainty that the sum will ever be paid, or will accrue, or come due. The person insured may die within the first year, or at the expiration of the year may refuse to renew the policy in which event the company is not obligated to pay its agent anything beyond the money already paid him. In other words, Judge Lacombe says: "The obligation to pay does not arise until John Doe actually pays his renewal premium in cash."

The appeal was argued in the Circuit Court of Appeals by Hon. George W. Wickersham, as counsel for the plaintiff, and by Melville J. France, Esq., U. S. District Attorney for the defendant.

It will be remembered that this action was brought in Mr. Edwards' name because it was thought desirable to have the action taken in New York, where the Circuit Court had expressed itself in some previous cases in a manner which led those who were interested in this action to believe that a decision favorable to life underwriters could be secured.

Agents of various companies and from all sections of the country are associated with Mr. Edwards in this action. The question of whether there shall be a further appeal to the U. S. Supreme Court is now under consideration by the parties interested, and will probably be a matter of early conference and decision.

## A FINE IMITATION OF IT

Dr. William H. E. Wehner was examining a young man who was an applicant for insurance. "Have you ever had palpitation of the heart?" he asked. "Well," replied the young man, blushing vividly, "I'm engaged to be married."—*Philadelphia Evening Ledger.*

## STANDING COMMITTEES, 1915-1916

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## TACT AS AN ASSET

Tact is a head-worker. Here are some things that tact usually does not. Tact does not present a proposal with a crowd around or under other unfavorable conditions; does not begin a canvass with talk about cost; does not show many figures; does not dwell on surrender values; does not leave sample policies unless asked for; does not talk more than necessary; does not use all the ammunition on the first call; does not use technical terms; does not disparage competitors; does not stay long after seeing case must have another call; does not fail to leave him smiling when he says good-bye.—*H. M. Walton of the Metropolitan.*



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## GRASSHOPPER AND THE BEE

A half-starved grasshopper came to a well-stored beehive at the approach of winter, and humbly begged the bees to relieve his wants.

One of the bees asked him how he had spent his time during the summer.

"Truly," said he, "I spent my time very merrily, in drinking, dancing, and singing, and never once thought of the winter."

"Our plan is very different," said the bee: "We work hard in the summer to lay by a store of food for use in the dead season."

Moral—You can't convert a spendthrift grasshopper into a prudent bee, but you can teach heedless men by means of life insurance, to practice thrift.—*Agency Items.*

## What the Local Associations Are Doing

*Life Association News* has no paid correspondents. We depend entirely upon the secretaries of local associations to send us stories of all meetings of their respective associations. If an account of the last meeting of your association does not appear in this department, ask the secretary of your organization why he did not send us the particulars.

*Immediately after each meeting, on the same day if possible, secretaries of local bodies should send us a full account of the business transacted, including copies of all speeches, or extracts from the most important of them*

## Akron

More than forty fire and casualty underwriters were the guests of the Akron association during the annual meeting which was held on January 12. They were invited to hear the speech of the Hon. Frank Taggart, State Commissioner of Insurance. Following the banquet and speaking the fire and casualty men retired after which the life men held their annual election of officers which resulted as follows:

President, W. W. Peters of the Prudential; vice-president, M. H. Coulter of the Ohio State Life; secretary-treasurer, E. C. Robert of the Midland Mutual. Executive committee: Messrs. Fricker, Rubright and Larrick. Mulford Wade, national committeeman and F. W. Sweet, state committeeman.

## Atlanta

The annual meeting of the Atlanta association was held at the Hotel Piedmont, on January 18. A banquet was served and there was a large and enthusiastic attendance. Talks were made by Major Thomas Peters, W. Woods White, R. F. Shedden, Deputy Insurance Commissioner W. A. Higgins, W. E. Duncanson and others. Guests of the association who were also present and spoke included George Bender and Mr. Terbell of the home office of the Equitable and Howard Goodwin of the home office of the Phoenix Mutual.

Officers for 1916 were elected as follows: R. F. Shedden, Mutual Life, president; R. L. Foreman, Mutual Benefit, vice-president; W. F. Helms, Germania Life, secretary-treasurer. The executive committee will consist of Oscar Palmour, Connecticut Mutual; Alfred C. Newell, Columbian National; Paul H. Dobbins, National of Vermont; T. H. Daniel, Union Central, and R. N. R. Bardwell, Germania Life.

## Boston

On February 10, Boston life underwriters, more than 100 strong, gathered at Young's Hotel to participate in the annual meeting of the local association. It was officially known as banker's night.

The speakers had been selected as representative of the various phases of the banking business in this locality and included Alfred L. Aiken, governor of the Federal Reserve Bank of Boston; Alfred L. Ripley, vice-president of the Merchants National Bank of Boston and Henry Parkman, treasurer of the Provident Institution for Savings of Boston. A very enjoyable feature of the evening was the singing of the Underwriters' Glee Club under the capable direction of Walter L. Tougas, who carried out his portion of the program with enthusiasm and spirit. As usual "Allouette" scored another big hit. Solos were sung by W. L. Tougas, Edward Tougas and C. C. Gilman.

President Browne acted as toastmaster and his handling of this important post left nothing to be desired. Before introducing the various speakers he spoke briefly upon individual freedom vs. state paternalism.

Mr. Aiken, who was an old life insurance man, prefaced his remarks on the operation and activities of the Federal Reserve Bank by saying that he always felt at home in a gathering of life men, although twenty years have elapsed since he was actively engaged in the business. During the years he spent in the business he learned more about human nature than he had ever learned since. In his opinion no group of men represent more of courage and energy and mean so much to the stability and well being of the community as the life insurance men. He pointed out how the life insurance and banking businesses are closely allied and continued with an interesting and instructive description of the financial institution of which he is the head.

Mr. Ripley spoke interestingly of certain phases of the financial situation as brought about by the European war, while Mr. Parkman threw some interesting sidelights upon the business of savings bank insurance. The latter speaker emphatically declared that he did not believe it any function of a savings bank to engage in the selling of life insurance.

## Capital District

State Superintendent of Insurance Jesse S. Phillips was the speaker at the regular meeting of the Capital District association held in Albany January 24. Mr. Phillips made a plea for frankness in every life underwriting transaction. He also pledged the co-operation of his department in furthering the ideals for which the National Association stands.

The relative merit of life and endowment plans were interestingly discussed by members of the association. The life plan was defended by R. P. Baird and W. A. Baker, while C. R. Tripp and G. L. Buck spoke for the endowment. President Phelps announced the appointment of the following nominating committee which will report at the annual meeting on February 21, at which William E. Bilheimer, president of the St. Louis association, will be the principal speaker.

## Chicago

The visit of National President Edward A. Woods to Chicago, it is predicted, will do much toward adjusting the difference of opinion which has caused no small amount of friction among members of the Chicago association during the year just closed.

It was the annual meeting, held on February 10, at which President Woods, as the principal guest and speaker, delivered one of his forceful salesmanship talks which elicited much applause. He drew a sharp line between the part-time man and the rake-off man. He said that some of the best men in the business are those in small towns who come under the head of part-time men.

"You wouldn't patronize a butcher," was the comparison he used, "who was offering anybody a commission on your business. Life insurance men must treat commissions as payment for service rendered, not as a rake-off or graft."

The report of the nominating committee was unanimously accepted. The new officers are: President, Alfred MacArthur, Cook County general agent National Life, U. S. A.; vice-president, Harry D. Wright, superintendent Metropolitan Life; secretary-treasurer, H. Selfridge Standish, actuary in Illinois Union Central Life.

Executive committee: George R. McLeran, chairman,



general agent Home Life; Darby A. Day, manager Mutual Life, New York; William Crawford, general agent Equitable of Iowa; Donald McIntosh, special agent Northwestern Mutual; Frank B. Todd, special agent State Mutual, Worcester; Theodore Weil, special agent New York Life.

Mr. MacArthur read his report as chairman of the executive committee, signifying his intention to further the social side of association work.

"It seems," he said, "that whatever failure there was in the execution of the program initiated a year ago by direct vote of the association was largely due to lack of support by the rank and file. There has been a difference of opinion as to the functions which this organization should discharge. These opinions have not yet been reconciled and the work of the administration during the past year has been more in the nature of a diagnosis than an accomplishment. We do feel as though something real has been done, something that will endure. We feel that we have secured a basing point, if nothing else."

Mr. MacArthur will ask for a committee on ethics. The methods to be followed by this committee in handling cases of improper practices will, Mr. MacArthur believes, be more effective than any court action. He regards the work of this committee vitally important and will not appoint it himself. A "Code of Ethics" may be adopted.

Retiring President George R. McLeran reviewed the work of the year and declared an agents' qualifications law is a necessity. Companies must be induced to co-operate in the fight against "twisting" by asking in their application blanks if the insurance applied for is to replace other insurance. If so, the company should not issue a policy until it has communicated with the other company, he said.

Secretary-treasurer Byron C. Howes reported receipts during the year \$1,651.62, disbursements \$1,591.93, leaving \$59.69 on hand. The secretary reported a membership of 250.

President MacArthur appointed the following committees: Membership, R. E. Spaulding, George W. Lamson, R. W. Stevens; entertainment, Byron C. Howes, chairman, F. A. Cotharin, Samuel Heifetz, C. F. Axelson, W. A. Fay, Robert D. Lay.

### Cincinnati

E. R. Ferguson of the Mutual Life was elected president of the Cincinnati association at the annual meeting which was held on January 11 at the Business Men's Club. Mr. Ferguson has demonstrated in many lines his ability as an organizer. He has shown an ardent interest in association work and has spent much of his time on various committee work for the local body.

The official records show that during the last year the attendance at meetings has been better than ever before, so the retiring president, S. P. Ellis, can look back at his term as one full of accomplishments. The other officers elected were: Vice-president, Samuel Straus of the Northwestern; secretary, Harry Walter Hutchins of the National Life of Vermont; treasurer, F. W. Crawford of the Union Central. Executive committee—Harvey L. Shepherd of the Mutual Benefit, Ralph Holterhoff of the State Mutual, J. W. Mackelfresh of the Penn Mutual, C. G. Dieterly of the Prudential, and Harry Ottenheimer of the Equitable of New York.

Among the speakers were E. P. Marshall, vice-president of the Union Central; E. J. Wolgemuth, president of the Western Underwriter Co.; A. J. Wolgemuth, John L. Shuff, Union Central, and Millard Mack of the Northwestern Mutual.

G. Russell Leonard, official representative of the National Association, paid a visit to the local association. He made reference to several campaigns now being pushed by the National Association and also made an eloquent appeal for a large Cincinnati delegation to the St. Louis Convention.

The February meeting of the Cincinnati association was a two-hour rapid-fire session packed with good things, says a contemporary publication. There were more than 60 members in attendance.

An exhibit showing the advertisements used by the Cincinnati association in its local newspaper advertising campaign will be included in the advertising exhibit of the Associated Advertising Clubs of America, which is being shown, a week at a time, in all of the large cities. The exhibit was placed in the Cincinnati advertising exhibit, which is being held this week, and at the request of the Advertisers Club will be made a part of the permanent collection which is sent to the various cities to help in local display weeks.

Harry Walter Hutchins, secretary of the association, talked on "Service," and delivered one of the most helpful and inspiring addresses which the association has heard in some time. President Ferguson, who made his first appearance in the chair, called on a number of new members, and each time uncovered a little pocket of gold. L. B. Dierkes, agency director of the New York Life; L. C. Witten, manager of the Massachusetts Mutual, and C. J. Dehoney, manager of the Western & Southern, were called on, and each made a distinct contribution to the meeting, in short, to-the-point, helpful talks.

President Ferguson appointed S. P. Ellis as chairman of the committee on the revision of the constitution and by-laws, the other members being Dr. J. W. Kirgan and H. W. Hutchins.

### Cleveland

Record breaking attendance is becoming the habit in Cleveland, there being more than 125 members present at the regular association meeting on January 11, at which Royal S. Goldsbury of Pittsburgh was the principal guest and speaker.

Mr. Goldsbury touched upon the salesmanship question. He gave several worth-while illustrations of his methods of solicitation, which contained points of real value to the young underwriter.

"Call upon them," he said, "and tell them you merely want to know them; that you do not expect to insure them, for doubtless they are carrying all they want. In this way their undivided attention can be secured, for an insurance man not looking for business is a novelty. Before leaving, however, the agent should ask for the privilege of showing his proposition at some future time."

The resolutions recently adopted by the New York association with reference to rebating and twisting were read and referred to the executive committee for action. This committee will meet and act within a short time.

The subject of taxation and how to pursue to get the best results was discussed and it was the consensus of opinion that the National Association should secure all the ideas it could how best to proceed to obtain the result, and after deciding on the best method proceed along that line—that discussion of the subject before the association from time to time would not get results unless some definite plan was outlined and followed.

Charles Whiting Williams was the speaker at the February meeting of the Cleveland association, his subject being "Industrialism, Inequality and Insurance." Mr. Williams is secretary of Philanthropy.

The speaker said that insurance is the scientific antidote for the inequality among the persons engaged in industrial activity. It brings together the extremes and helps to carry the load. He suggested, however, that the insurance men get together and, if possible, work out a plan by which money received from the companies may be saved and made to serve its proper purpose. Too much of it is lost through the inability of the beneficiaries to handle it. To begin with, he said funeral expenses are usually outrageous, and afterward the remainder is often misspent or dissipated without doing the dependents any good.

President E. B. Hamlin made a report on the disposition of the case of J. E. Hull, whose license was cancelled by the Ohio department on the charge of twisting.

### Colorado

The regular monthly meeting of the Colorado association



## BILL WRITES A HOT ONE TO JACK!

Dear Jack:

I wish I had a voice that would enable me to be heard by a bunch of fellows all over this country who are working behind counters and on the road, on a salary.

First, I would tell them to get the Phoenix Mutual Life Insurance Company of Hartford, Connecticut, to send them that remarkable book of theirs—"Your Life Work." Then I would say "Read it!" It just breathes "Service" to a "salesman." From the day I accepted their service idea—it has just seemed as though every one in the office was working for me—as I was working for them.

They have a corps of men and women in the Home Office who give their entire time to us! If only some of those fellows whom you and I know could get this information—they could double their incomes as I have this year.

And now—what do you think? In addition to all of these things—they are handing their policyholders another increase in dividends next year! I surely owe you a debt I can never repay, Jack, old boy, for recommending the Phoenix Mutual.

Yours,

Bill.

## The Phoenix Mutual Life Insurance Company OF HARTFORD, CONN. JOHN M. HOLCOMBE, President

was held at the Chamber of Commerce rooms on February 5.

A feature of the meeting was a talk by J. Stanley Edwards upon the subject "Life Insurance as a Business, a Vocation and a Profession." The talk was very interesting and inspiring.

He outlined the present standing of the business with tests to which a vocation or a profession are put in a young man's mind when considering the business, also the opportunities were brought out. This talk was in line with the policy to have at each meeting a definite program which is aimed to be helpful and instructive to all the members, especially to the men carrying the rate book.

The association voted to send the secretary, James H. Cowles, to the National Convention at St. Louis in September and to bear one-half of the expenses of his trip.

### Columbus

National President Edward A. Woods, of Pittsburgh, was the principal speaker at the annual meeting of the Columbus association, held on January 19. He spoke on "Salesmanship." During that afternoon he delivered a lecture on the same subject before the students of the Ohio State University. The following officers were elected for the ensuing year:

President, Lot H. Brown, Union Central; vice-president, E. P. Tice, Midland Mutual; secretary, J. W. Wolfe, Massachusetts Mutual; treasurer, Ralph W. Hoyer, John Hancock; Executive committee—M. D. Donham, National of Vermont; A. W. Kemmery, Prudential; C. T. Tuck, Equitable of New York; J. P. King, Mutual Benefit, and J. I. Behling, Northwestern Mutual.

Retiring President M. D. Donham recommended the appointment of a board of arbitration to settle local grievances. This will consist of three active and two associate members. President-elect Brown made a ringing inaugural, outlining the work to be done in 1916.

### Dayton

Robert Patterson, prosecuting attorney of Montgomery County, Ohio, was the principal speaker at the meeting of the Dayton association on January 17. Following Mr. Patterson's discourse on "Opportunities for the Life Underwriter," President Ril T. Baker presided over the five-minute discussions which will be a feature at all future meetings of the association. There were more than 20 members present.

### Delaware

The annual dinner of the Delaware association was held February 1, at the Hotel duPont, about thirty members of the association and their guests being present at the dinner. W. W. Knox, president of the association, acted as toastmaster.

Following the dinner Professor S. S. Huebner, of the University of Pennsylvania, spoke on "Life Insurance as an Economic Force in the Community." Addresses were also made by Professor K. R. Greenfield, of Delaware College; Professor W. J. H. Cotton, of Wilmington High School; Dr. H. J. Stubbs, John Bancroft, Aubrey Vandever, T. Blair Ely, and others.

Compulsory insurance for all persons earning less than \$100 per month, the payments to be participated in by both the employee and the employer, was proposed by Professor Huebner in his address. Group insurance for employers employing a large number of workmen desiring to carry insurance was also proposed.

The insurance policy as a means of securing money for educational purposes was emphasized by Professor W. J. H. Cotton in a brief address. He spoke of the difficulty frequently experienced in securing funds for securing an education and urged that the insurance men use this argument especially with the younger men and women. He also spoke of the possibilities of teaching the economic use of insurance in the public schools and expressed the hope that such teach-



ing would be included in the curriculum of the schools of the city and state in a short time.

Various phases of insurance work were treated by the other speakers. John Bancroft, a trustee of the Penn Mutual, spoke of group insurance. He emphasized the influence which such insurance would have in making permanent employment. Dr. H. J. Stubbs spoke of the responsibilities of the examining physician. Following the speeches a general discussion on insurance and insurance economics was engaged in by the members.

#### Detroit

A special noonday luncheon and meeting of the Detroit association was held on January 24. G. Russell Leonard, special representative of the National Association, gave a talk on "The Work of the National Association." He told of its advantages to life men, winding up with an appeal to join the National Association. As the result of his talk thirteen Detroit men signed applications for membership in the National body.

George T. Wilson, vice-president of the Equitable Life of New York, and Bishop Charles D. Williams of Detroit will be the principal attractions at the annual Ladies' Night of the Detroit association, on Monday evening, March 6. Following the dinner and speechmaking there will be dancing. President Ernest Owen announces that there will be no February meeting.

#### District of Columbia

The meeting of the District of Columbia association, held in Washington, D. C., on January 13, was entirely devoted to preparations for the coming Southeastern Congress which is to be held there on February 24 and 25. The various committeemen who made their reports were enthusiastic over the coming meeting.

#### Duluth

The proposal to begin an institutional advertising campaign in the local papers was the principal business transacted at the regular meeting of the Duluth association held on January 8.

The bulletins which are being edited by the Education and Conservation Bureau of the National Association will be used in the proposed campaign. Ralph Pinneo, who has retired as chairman of the local education and conservation committee, was succeeded by Richard Keon. These two members have been appointed as a committee to investigate the expense of conducting a publicity campaign. The meeting was held at the Commercial Club.

#### Fort Dodge

Carl A. Peterson, general agent for the Scandia Life was elected president of the Fort Dodge association at the annual meeting, which was held recently. J. H. Bream of the Phoenix Mutual was chosen vice-president; treasurer, S. P. Parker also of the Phoenix Mutual and A. E. Wilder, secretary. Many interesting events have been planned for the first half of 1916.

#### Indiana

The Indiana association entertained its members and many visitors with a double attraction last Monday night, at the Hotel English, with an unusually instructive and entertaining program. G. Russell Leonard, representing the National Association, who is now swinging the tail end of a four weeks' educational speaking tour of the East and Middle West, was the first speaker. He visited and addressed eighteen associations during the first three weeks and expects to increase the number to twenty-five by the end of this week. Former National President Henry J. Powell, of Cincinnati, was the other speaker. One man who attended the meeting and who is comparatively new at the life insurance business, made this very impressive statement after the meeting: "Do you know, I received an inspiration to-night and saw a vision that is going to make me a real life insurance man that I hope will be a distinct credit to the profession."

Mr. Leonard divided the association into three parts: First, its history; second, what it is doing, and third, its influence

*A Liberal  
Policy  
Liberalized*



Established 1867

OLD and NEW Policyholders share MUTUALLY

Under 1916 policies, Dividend Additions as increased in 1907, will not only be continued, but will hereafter share in the profits of the Company.

All 1916 policies also provide that Paid-up and Extended Insurance values shall share in profits.

The above profit sharing features are made "retroactive." Old patrons, holding participating policies, will receive the added benefits regardless of any contrary provisions in their policies.

Union Central patrons always assured the maximum, of present and future, service and benefits.

Address ALLAN WATERS, Sup't of Agents.

**The Union Central Life Ins. Co.**  
JESSE R. CLARK, President      Cincinnati, Ohio

upon legislation. He traced its history from the time when a few men felt that there should be an organization for the whole country, including the minor associations, and their unallied work could be standardized. The outcome was the great National Association of to-day, which is monumental in point numbers and in effective work done for the individual agent, and through him to his many hundred policy-holders. The ups and downs and the upheavals of the business were vividly retold by Mr. Leonard.

Mr. Powell spoke on the benefits to be derived from being a member of the association and joining in the work of making better salesmen of your competitors. He said that it was not what you get out of it, but what you put into it, that counts in association work or anything else.

President Ed. H. Young appointed the following nominating committee to report at the annual meeting, which will be held February 14: W. A. Courtright, E. F. Folsom, John F. Habbe and F. V. Mills.



# The Mutual Life

## Insurance Company of New York

34 Nassau Street, New York, N. Y.

In the year ending December 31, 1915, the "Oldest Company in America"

**Paid Policyholders total of**  
**\$67,978,329.32**

This sum exceeded the total amount received directly from policyholders by \$8,723,036.35. During the year there was an increase in the amount of new insurance paid for, in total insurance in force, in assets, in reserves, in total income, an increase of over One Million and a Half in total interest and rents, and an increase of nearly Two Million Dollars in the Company's contingency reserve, or free surplus. On the other hand, notwithstanding a full year of war, there was a material decrease in the mortality ratio (actual to expected) as compared with that of 1914.

<b>Insurance in Force,</b>	<b>\$1,636,538,117.00</b>
<b>Admitted Assets,</b>	<b>616,528,254.00</b>
<b>Net Policy Reserves,</b>	<b>503,227,820.00</b>
<b>Total Income,</b>	<b>88,251,707.66</b>
<b>Total Disbursements,</b>	<b>81,375,494.91</b>

The amount of new insurance paid for during the year, including dividend additions, was \$148,176,711. If we include revivals and increase of policies in force, the total insurance paid for was \$160,882,145.

### Balance Sheet, December 31st, 1915

#### ASSETS

Real Estate.....	\$ 21,579,165.32
Mortgage Loans.....	110,940,930.90
Loans on policies.....	91,948,198.57
Bonds and Stocks.....	367,445,360.74
Interest and Rents due and accrued	8,168,051.23
Premiums in course of collection...	4,527,957.86
Cash (\$11,148,143.36 at interest)...	11,507,163.76
Deposited to pay claims.....	411,425.62

**Total Admitted Assets.....\$616,528,254.00**

#### LIABILITIES

Policy Reserves.....	\$503,227,820.00
Supplementary Contract Reserve....	4,000,441.00
Other Policy Liabilities.....	7,600,289.45
Premiums, Interest and Rents paid in advance.....	1,290,765.93
Miscellaneous Liabilities.....	579,037.88
Taxes, License Fees, etc., payable in 1916.....	690,609.17
Dividends payable in 1916.....	17,839,992.58
Reserve for future Deferred Dividends.....	66,673,718.83
Contingency Reserve.....	14,625,579.16

**Total Liabilities.....\$616,528,254.00**

*For terms to Producing Agents, address*

**GEORGE T. DEXTER**

2nd Vice-President

**34 Nassau Street**

**New York, N. Y.**



### Northern Indiana

Members of the Northern Indiana association held their annual meeting and election of officers on January 17 in the Shoaff building. The association includes all territory north of Indianapolis.

T. F. Kerby was named president for the ensuing year. The other officers were elected as follows: Stuart K. King, vice-president; Julian F. Franke, vice-president; Arthur W. Young, secretary, and Ernest A. Crane, treasurer. The association has about thirty members.

A banquet was held on the evening of January 29, at the Anthony Hotel. G. Russell Leonard, talked upon various phases of the association work, and the connection of the individual as well as the associated efforts of the insurance men for the betterment of the business. A membership campaign will also be one of the features of the work for the coming year. The details have not yet been worked out.

Institutional advertising had its innings at the February meeting of the Northern Indiana association, held at the Commercial Club in Fort Wayne on the 7th. The campaign of last year was such a pronounced success that it will doubtless be renewed on a much larger scale. The remainder of the meeting was taken up in five-minute discussions on rebating and twisting.

### Iowa

Will D. Bowles of the Phoenix Mutual was elected president of the Iowa association at the annual meeting at the Grant Club January 8. Clarence Anderson of the New England Mutual, retiring president, was made chairman of the executive committee. M. M. Denning was advanced from chairman of the executive committee to first vice-president. H. A. Bryan was chosen second vice-president. George A. Peak, secretary, and L. E. Dutton, treasurer. It was the twenty-second annual gathering of the organization and according to the reports which were read the past year was the best in its history. The membership was shown to be double that of a year ago, while the financial condition was declared to be excellent. Plans for teaching life insurance in the schools and colleges were declared to have made real progress in the past twelve months. Retiring Secretary Buck reported that there are now eighty-three active members, twenty-four associates and nine non-resident members. President Anderson made a commendatory address in which he pointed out the high ideals of the organization. Will D. Bowles, the new president, was introduced and made a plea for greater co-operation. After the business session, Senator Jamison, president of the Western Life and of the Iowa Insurance Federation, spoke on the history of life insurance. George A. Peak summed up the life insurance affairs of the past month. H. S. Nollen spoke on the advertising progress made.

At the February 5th meeting of the Iowa association there was passed a resolution against rebating, which was modeled after the Priddy resolution. While there was some difference of opinion on the construction of this measure it is believed that it will work out for the general good of all concerned.

Judge Hubert Utterback was the principal speaker and selected for his subject, "The Responsibilities of the Life Insurance Agent." Judge Utterback pointed out that one of the great responsibilities of a life insurance man was to correctly represent the policy to the prospect, so that he would thoroughly understand his contract and know absolutely every feature of contract which he was getting. "The deciding element of our merit to enter the future kingdom," he declared, "will not be how many insurance policies we have written or how large our commission has been, but have we been responsible for doing any good in the world."

### Kanawha

The Kanawha association held its annual meeting on February 4 and received the reports from the retiring officers and elected the following officers for the ensuing year: D. E. Lloyd, president; John A. Peyton, vice-president; Erle H. Austin of Lewisburg, vice-president; G. E. McGlasson, secre-

tary, and C. Warden Pippen, treasurer. The following were re-elected members of the executive committee: N. O. Bacon, chairman, G. E. McClasson, Capt. John Patrick, D. E. Lloyd, C. W. Pippen. Paul M. Smith of Charleston and M. D. Schreiber of Ironton, Ohio, were elected to fill the vacancies caused by the resignations of H. M. Holderness and J. C. Burchett.

The program for the meeting consisted of a discussion on "Presenting, Closing and Changing a Term Policy," by D. H. Alexander, and a very instructive paper entitled "Approaching and Closing the Applicant," by E. R. Hatfield. R. R. Woolf of Hinton related some personal experiences and gave an outline of some of his methods for securing business.

There was a special meeting on February 11 at which time G. Russell Leonard of Chicago, special representative of the National Association, addressed the association.

### Kansas

The annual meeting of the Kansas association was held at the Commercial Club January 17, President Charles A. Moore presiding.

New officers were elected as follows: President, Frank B. Parker, Connecticut Mutual; vice-president, Oscar T. Cropper, Aetna; vice-president, Ike S. Lewis, Home Mutual, formerly State Superintendent of Insurance; secretary, J. E. Spalding, Central Life of Iowa; treasurer, John T. Moss, Massachusetts Mutual.

After the election Mr. Moore delivered his address as retiring president and extended a cordial welcome to the new officers. President Parker was then installed.

A lively discussion was started by J. J. Carlin, Metropolitan, who told of some cases of rebating and twisting that had recently come to his notice. The complaint was not against any member of the association, but inasmuch as there is no state law in Kansas that effectively prohibits rebating on life insurance, he thought it was the duty of the association to take some action that would stop, or at least make such practice less popular. This sentiment was heartily concurred in by all members present and several warm talks were made on the subject by other members.

President Parker then named a committee to draw up a resolution properly expressing the attitude of the association for the purpose of presenting it to the State Superintendent of Insurance with a request that he take action against the offenders. This committee consisted of Charles A. Moore, Ike S. Lewis, E. D. Clithero and S. J. Rice. It was instructed to report at a special meeting called for January 24.

At the special meeting which took place on scheduled time appropriate resolutions against the practice of twisting, rebating and other irregularities were unanimously adopted. The association is in constant touch with the state authorities and will prosecute all irregularities to the very limit of their power.

### Kansas City

Institutional advertising will be the keynote of the new administration of the Kansas City association of which W. J. Cardwell of the Mutual Benefit was elected to head. E. M. Somerville, the retiring president reviewed the progress of the closing administration and introduced the newly elected officers.

Mr. Cardwell, addressing the gathering, referred to the pleasure he had found in working in Kansas City and declared his purpose to seek the enhancement of the dignity of life insurance managers and agents during his administration. He promised to get men in Kansas City who can give practical suggestions in publicity work. The new first vice-president is A. P. Osborn, general manager of the Royal Union Mutual; A. D. Bonnifield, general agent of the Union Central, is second vice-president; Homer McElhaney of the German Mutual, secretary. A social event will be held within the next few weeks.

### Knoxville

Edwin R. Lutz was elected to the presidency of the Knox-



# New England Mutual Life Insurance Company

87 Milk Street, Boston, Massachusetts

ALFRED D. FOSTER, President

D. F. APPEL, Vice-President

JACOB A. BARBEY, Secretary

## Abstract from the Seventy-second Annual Report

For the Year ending December 31, 1915

Assets .....	\$74,274,980.68	
	Increase,	\$4,111,969.65
Liabilities .....	\$69,154,791.00	
	Increase,	\$3,995,364.42
Surplus .....	\$5,120,189.68	
	Increase,	\$116,605.23
Received for Premiums .....	\$10,192,309.35	
	Increase,	\$603,188.75
Total Income .....	\$13,496,775.51	
	Increase,	\$756,936.45
Payments to Policyholders .....	\$7,234,871.11	
	Increase,	\$699,787.99
New Insurance Paid-for .....	\$36,055,913.00	
	Increase,	\$4,494,061.00
Total Insurance in Force .....	\$309,699,971.00	
	Increase,	\$18,967,525.00

EDWARD W. ALLEN, Manager, Astor House Building, New York City.

LATHROP E. BALDWIN, Manager, 141 Broadway, New York City.

PARKER & HINKLEY, General Agents, White Building, Buffalo, N. Y.

HENDERSON & MANN, General Agents, Cutler Building, Rochester, N. Y.

HENRY P. WICKES, General Agent, Union Building, Syracuse, N. Y.



ville association at the annual meeting held on January 29. The first vice-presidency went to E. Anderson; second vice-presidency to R. L. Carden; the office of secretary-treasurer to George L. Harrison. The following were elected to the executive committee: Jas. R. Black, H. W. Hall, J. W. Prevost, Fred S. Shanton and T. S. McKinney. There were 27 members in attendance.

The newly elected president announced plans for an energetic membership campaign, also a campaign against the unlicensed agent. The association was informed that G. Russell Leonard, traveling representative of the National Association, would visit Knoxville on February 7. Plans were made at once to give Mr. Leonard a royal welcome.

Mr. Leonard's appearance in Knoxville was the signal for a general round-up of life underwriters. Upon his arrival he was taken to the Imperial Hotel where there was a delegation of association members awaiting him. During the afternoon he visited several of the most prominent life men outside of the fold and urged them to attend the meeting that evening at which he would discuss the work and benefits of the National Association. The round-up was prolific and the newly elected officials freely predict a year of progress for the local association.

#### La Crosse

L. A. Anderson, actuary of the Wisconsin Insurance Department, was the principal speaker at the first regular meeting of the La Crosse association held on Tuesday evening, January 11. In his address Mr. Anderson expressed himself in favor of federal control of the life insurance business. He emphasized the fact that the State Life Fund was a failure not only in writing business but in administration as well. The speaker also pointed out the many defects in assessment and fraternal insurance. The meeting was preceded by a banquet. It is manifest that the local underwriters are enthusiastic over association work and every indication is that the new organization will prosper.

#### Louisiana

At the monthly meeting of the Louisiana association January 18, which was held for the first time in the rooms of the New Orleans Press Club, it was unanimously voted to invite the National Association to hold its 1917 annual meeting in New Orleans. Wilson Williams, general agent of the New England Mutual, former president of the Louisiana association, was delegated to extend the invitation to the Executive Committee of the national body, of which he is the member for Louisiana, at its meeting in Washington February 24. The meeting of the Louisiana association was one of the largest in its history, and every member took an enthusiastic interest in the plans for bringing the next national convention to New Orleans. Plans for putting a "crimp" in the operations of the "Baron" George Von Rheinhold, who, exacting a pledge of secrecy and a charge of three per cent, is going among large policy-holders of New Orleans with an offer to save them money on their contracts. The association decided that the twisting operations of the "Baron" are inimical to life insurance. The association added six new members from the city and one from the country. At the conclusion of the business session luncheon was served in the Press Club's café.

#### Louisville

Young blood was called to leadership and Foree Dennis of the Mutual Benefit was elected president at the annual meeting of the Louisville association held at Klein's restaurant January 10. Henry Hill of the Massachusetts Mutual was elected first vice-president, E. M. Nuckols of the Northwestern Mutual second vice-president and C. T. Watkins, cashier of the National Life of Vermont, re-elected secretary-treasurer. It was voted to hold a public meeting at one of the hotels during the last part of January, at which time an address will be delivered by Dr. Muhlberg of the medical department of the Union Central Life. During the meeting a communication was read from Lawrence Priddy of the New York association suggesting the adoption of resolutions relating to rebating and twisting.

#### Madison

State Insurance Commissioner Cleary of Wisconsin was the principal speaker at the regular meeting of the Madison association held January 31 at the Madison Club. He confined his talk to ethics in selling life insurance. Mr. Arnold, a prominent Madison bond dealer, gave an interesting discourse on the classes and values of bonds.

Arrangements were made whereby members of the local association will attend a joint meeting with the Milwaukee and La Crosse associations to be held at Milwaukee in February. National President Edward A. Woods will be the principal speaker upon that occasion.

#### Western Massachusetts

Twenty members attended the regular meeting of the Western Massachusetts association held at Springfield on January 28. H. A. Hopf, efficiency expert of the Phoenix Mutual at Hartford, was the principal speaker. He gave an illustrated lecture on "The organization and administration of a life underwriting department."

He outlined the work of the home office and laid great stress on the ways the agents in the field could co-operate with the home office. The talk was the fourth and last that has been given before the association on life insurance matters. The preceding lectures treated of the insurance field from the point of view of the actuary, the agent and the executive.

#### Minneapolis

During Warren M. Horner's recent visit to Philadelphia, New York and other Eastern cities, members of the Minneapolis association took advantage of his absence by electing him to the presidency of the local association at the annual meeting on January 29. Mr. Horner was advised of this action on the part of the Minneapolis underwriters by telegraph. It is understood that he will devote considerable time toward increasing the membership of the Minneapolis organization, and to make the coming Insurance Congress to be held in the Twin Cities one of the most practical and helpful meetings of its kind ever staged in the Northwest.

B. E. Ellis of the Phoenix Mutual was elected to the vice-presidency; W. C. Addy of the Germania Life, secretary, and C. H. Patterson of the Union Central, treasurer.

Dr. A. C. James who recently came from Harvard to take charge of the new course in insurance at the University of Minnesota, was present as a guest of the Association. He stated that his course in life insurance begins with the second semester at the University, and that he had decided to use Dr. S. S. Huebner's new text-book on life insurance.

One of the unusual and delightful circumstances of the meeting was the association's spontaneous action in showing its appreciation of C. N. Patterson's faithful services as a treasurer for five years by voting him a life member.

Mr. Ellis was appointed chairman of a committee to bring about a grand jury investigation of the sensational charge of rebating in connection with the Shevlin case, made by a small Minneapolis weekly. Mr. Ellis has been instructed to name two additional members to assist him in detecting the source of these charges.

#### Minnesota

The annual meeting of the Minnesota association was held January 10 at the St. Paul Commercial Club, President Charles E. Learned presiding. The treasurer's report showed cash on hand January 7, 1916, \$437.36. C. E. Learned, retiring president, said that the work of the various committees had been very effective and especially mentioned the taxation and legislation committee, stating it had been of great value. Secretary M. J. Dillon's report showed that nine regular meetings were held in 1915 and he gave a review of each meeting. The following officers were elected: President, M. J. Dillon; first vice-president, John A. Hartigan; second vice-president, L. J. Strouse; secretary, B. H. Deters; treasurer, Philip Burgon. The by-laws were suspended for the moment and the monthly meetings were changed from the second Monday to



# The Pacific Mutual Life Insurance Company

## OF CALIFORNIA

### RESULTS FOR 1915—FORTY-EIGHTH YEAR

New Life Insurance Issued (Paid for Basis)	-	-	-	-	\$ 21,518,654.00
Total Life Insurance in Force, December 31, 1915	-	-	-	-	160,659,702.00
Gain in Life Insurance in Force	-	-	-	-	6,134,255.00
Total Cash Income	-	-	-	-	9,753,687.16
Gain in Cash Income over 1914	-	-	-	-	247,571.11
Total Paid Policyholders	-	-	-	-	3,939,593.98
Grand Total Paid Policyholders since Organization	-	-	-	-	44,350,477.81
Surplus, Assigned and Unassigned (Exclusive of Capital)	-	-	-	-	3,504,807.47
Gain in Surplus (Assigned and Unassigned)	-	-	-	-	514,961.90
Gain in Admitted Assets	-	-	-	-	3,051,998.79
Gain in Reserves	-	-	-	-	2,315,612.81
Premium Income, Accident Department	-	-	-	-	1,794,094.77

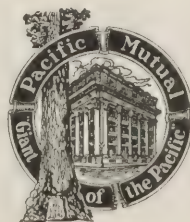
### BALANCE SHEET, DECEMBER 31, 1915

ASSETS		LIABILITIES	
Loans on Real Estate	- - \$20,117,164.74	Reserves on Policies	- - - \$29,906,225.44
Amount of Loan does not exceed the statutory percentage of appraised value		Claims in Process of Adjustment	451,518.01
Loans on Approved Collateral	- 1,809,253.94	Premiums and Interest Paid in Advance	- - - 199,956.83
Loans to Policyholders	- 7,036,470.80	Reserved for Taxes Payable 1916	146,000.00
In no case does amount of Loan exceed the Reserve held by the Company		All Other Liabilities	- - - 448,103.29
Bonds Owned	- - - 2,853,858.07	Including \$124,426.94 Reinsurance Fund and \$102,909.28 for Agents' Commissions in Accident Department	
Real Estate Owned	- - - 1,296,857.62	Total Liabilities	- \$31,151,803.57
Including Home Office Building		Capital Stock	- - - 1,000,000.00
Interest Due and Accrued Outstanding and Deferred	- - 504,814.33	Surplus Set Aside for Future Dividends to Policyholders	- 2,427,461.56
Premiums { Life Department	627,589.84	Surplus Unassigned	- - - 1,077,345.91
Accident Department	313,747.81	TOTAL	- - - \$35,656,611.04
Net Amount, Reserve charged in Liabilities			
Cash on Hand	- - - 1,096,608.19		
Including Deposits drawing Interest			
Other Assets	- - - 245.70		
TOTAL ADMITTED ASSETS	\$35,656,611.04		

#### Death Rate

Actual to Expected, 65.89%

Good Connections can always be made with our General Agents throughout the Country



FOUNDED 1868

#### Average Rate of Interest

Earned on Invested Funds, 6.25%

HOME OFFICE

LOS ANGELES, CALIFORNIA



the first Monday, upon recommendation of the executive committee. The change was made so that reports of the meetings could be sent to New York in time to appear in the current issue of *The News*.

In his report the chairman of the executive committee, C. J. Hunt, said that a special meeting of the executive committee was called March 1, 1915, for the purpose of appointing a committee to wait upon the author of a certain bill about to be presented to the legislature, which bill provided that all life insurance notes be made "non-negotiable" by having the words "non-negotiable" printed in large red type across their face. E. W. Randall, president Minnesota Mutual Life, M. J. Dillon, manager Pacific Mutual Life, and C. J. Hunt, general agent New England Mutual Life, were appointed to act on that committee, and at once proceeded to the State Department at the Capitol and succeeded in having this bill killed. Said Mr. Hunt, "If no other business was accomplished by the Minnesota association, this one act of the committee alone was sufficient excuse for its existence during 1915."

#### Northwestern Montana

On January 27 several prominent life underwriters of Missoula, Montana, met in the office of William I. Fraser, state manager for the Central Life of Des Moines, and organized The Life Insurance Underwriters' Association of Northwestern Montana. The new organization has applied for membership in the National Association and will send a delegation to the St. Louis Convention.

The following officers were elected: President J. V. Owens of the Western Union Life of Spokane; vice-president, E. E. Harriott of the Northwestern National Life of Minneapolis; secretary, John Pearce of the Metropolitan Life of New York; executive committee, W. I. Fraser, chairman, Central Life of Des Moines; Sterling Richards of the Mutual Life of New York; Cuthbert Peat of the Montana Life.

#### Nebraska

The annual meeting of the Nebraska association was held in Omaha on January 8. The following officers were elected for the coming year: President A. H. Chambers; first vice-president, C. Z. Gould; second vice-president, W. G. Preston; secretary, Stuart Gould; treasurer, Fred B. Dale. Executive committee: Officers and O. H. Menold, chairman; W. H. Indoe, C. T. Platt and Thomas R. Hill.

#### New England Women's

The principal business transacted at the regular meeting of the New England Women's association held in Boston on February 4 was the election of officers for the ensuing year. Mrs. Florence E. Shaal was honored by re-election to the presidency.

The other officers are Miss Lucy M. Morrill, first vice-president; Mrs. Emma L. Clapp, second vice-president; Mrs. Alice G. Whitcomb, treasurer, and Mrs. Annie M. F. Sherman, secretary.

The executive committee is composed of Mrs. Hattie M. Leavitt, Miss Leonora M. Cowick, Miss Isabel Conlin, Miss Josephine E. James, Mrs. Emily Lane Keene and Mrs. Frances Moore. The annual dinner of the association will be held February 29 in Boston.

#### New Hampshire

The January meeting of the New Hampshire association, which was held in Manchester on the 14th, resolved itself into a farewell party for R. H. Cheney and R. W. Cheney, who have moved their business to Springfield, Mass., where they will make their headquarters in the future.

According to a local newspaper the Cheneys have made life underwriting one round of hustle and bustle for the New Hampshire life men for the last thirty years. But the royal send-off given by their brothers indicates that they are ardent supporters of the ethical standards advocated by the National Association. A. B. Jenks, president of the Manchester Publicity Association; the Rev. Dr. Thomas Chalmers and State Insurance Commissioner Robert J. Merrill, were the principal speakers.

#### New Mexico

The members of the New Mexico association held their annual meeting at Albuquerque, February 4, and elected the following officers to serve for the ensuing year: President, O. J. Durand, Kansas City Life; vice-president, R. M. Pray, Equitable Life of New York; secretary, J. J. Walsh, Mutual Life of New York; executive committee, J. H. Coons, Mutual Life of New York, chairman; F. B. Schwentker, Pacific Mutual; N. F. LeSeuer, Union Central; John M. McTeer, Missouri State Life, and W. C. Keim, Occidental Life; national committeeman, F. B. Schwentker.

#### New York

The regular meeting of the New York association held at Stewart's Restaurant on January 25 proved to be of unusual educational value to those who were fortunate enough to be in attendance.

The principal speakers were Warren M. Horner, former chairman of the Education and Conservation Committee of the National Association, and Frederick L. Hoffman, statistician of the Prudential.

Mr. Horner delivered an address on "Is Strict Conformity to Ethical Principles Compatible with Big Business Getting?" which was recently read before members of the Minneapolis association. It appears in full elsewhere in this number. Mr. Horner was given a rousing ovation by the New York underwriters, both preceding and at the conclusion of his speech. A resolution was adopted instructing the committee to have it printed and distributed among members of the local association.

Preceding this part of the program President Lawrence Priddy introduced former National President Chas. Jerome Edwards of the Equitable, who made an eloquent appeal for a record-breaking attendance at the coming annual meeting to be held at Hotel Astor on the evening of February 22. The committee is planning to make this one of the biggest meetings ever held by the life underwriters of New York. The speakers for the big meeting will be President Woods of Pittsburgh, Col. John L. Shuff, manager of the home agency of the Union Central at Cincinnati, and Wm. E. Bilheimer, president of the St. Louis association.

"Life Insurance and the Public Health" was the subject selected for Mr. Hoffman's discourse.

Mr. Hoffman laid much emphasis on the modern development of corporation welfare activities and their relation to the general public health movement, directing attention to the increasing economic value of health and life and the sound economic basis underlying modern sanitary progress. The demand for cheaper life insurance, in its final analysis, is largely a question of a low death rate. In the light of modern research the causes of conditioning circumstances of many diseases had been precisely established. Good health and long life were no longer considered matters of pure chance, but the direct result of thoroughly well-considered sanitary measures and the effective application of the principles of personal hygiene. The results achieved in the gratifying reduction in the mortality from tuberculosis and typhoid fever were certain to be followed by success in many other directions.

In discussing the improvement in mortality of four large American cities during the last fifty years, attention was called to the practical elimination of smallpox, Asiatic cholera and yellow fever. The acute infectious diseases of infancy, of the first order of importance to industrial companies, had all been materially reduced during the last twenty years. Typhoid fever had been reduced one-half and tuberculosis about one-third. The successful prevention of the reintroduction of cholera, bubonic plague or yellow fever was primarily a matter of federal concern. The most hearty co-operation of life insurance companies and life underwriters' associations should be enlisted in behalf of the effort to bring about federal control of the two remaining quarantine stations under state control, and hoped that the pending negotiations for the transfer of the New York Quarantine Station to the federal government would be carried into effect. There was no national



# **GOOD SERVICE**

*and*

# **Guaranteed Cost Life Insurance**

are the cornerstones of our successful company.

Brief, liberal, clearly expressed policies with guaranteed low cost are serviceable alike to policyholders and agents.

Specimens of Life, Accident or Health policies furnished upon request.

---

*For Agencies Address*

**THE COLUMBIAN NATIONAL LIFE  
INSURANCE COMPANY**

ARTHUR E. CHILDS, President

**BOSTON, MASS.**



achievement of ours of which we had more reason to be proud than the remarkably efficient and economic administration of the Federal Public Health Service. Reference was made to the adoption by the Second Pan-American Scientific Congress of a resolution in favor of a Pan-American effort at the reduction and control of malaria. The problem of extra premium charges for tropical residence was now even more complicated than formerly on account of the large increase in the number of Americans sent to tropical or semi-tropical countries for commercial, scientific, missionary or other purposes. It is of the utmost practical importance that the principal facts of mortality throughout the Western Hemisphere should be much better understood than is actually the case.

#### Norfolk-Tidewater

An enthusiastic meeting of the Norfolk-Tidewater association was held on January 8 in the new Chamber of Commerce. A private room was assigned to the life insurance men, luncheon being served in connection with the occasion. W. P. Dodson of the Mutual Life and W. F. Watkins of the New York Life, who were scheduled to continue the discussion of income insurance, were prevented from attending the meeting, but they will be heard later. A. L. Harwell of the Union Central read an article on "Business Insurance."

At the February meeting R. E. Williams of the Travelers' will demonstrate a point he has used successfully in the work of soliciting for new business.

This association decided to hold its regular monthly meeting hereafter in the Chamber of Commerce, with which it will affiliate, its desire being to help boost that organization for the good it may mean to Norfolk.

At the meeting which was held on February 3 final preparations for sending a delegation to the Southeastern Congress to be held at Washington, D. C., were made. Short speeches were made by W. P. Dodson, R. R. Richardson and J. R. Coupland.

#### North Dakota

The North Dakota association held its regular meeting at Grand Forks on Saturday, Jan. 22. Some very interesting topics were discussed, including a membership card for association members and what should be printed on the face and back of such a card. There also was a lively discussion over the question of an agent's qualification law to be introduced during the next session of the state legislature. A. F. Colwell produced some very interesting correspondence which he has had with insurance commissioners and various insurance associations who are interested in this movement.

The association is after the scalp of all crooked agents as well as companies that are not particular whom they employ to represent them, or the class of business they do.

A banquet was served under the direction of Eugene Fretz, Jr., state agent for the Northwestern Mutual, who made a most genial host to the association. In the evening an address was delivered by M. F. Murphy of Grand Forks, who is one of the most prominent bankers of the Northwest, and he dealt largely with the question of wrongful taxation of life insurance. The next meeting will be held in Fargo during the month of February when a further discussion of the important points of interest at the January meeting will be indulged in.

#### Central Pennsylvania

National President Edward A. Woods of Pittsburgh and National Vice-President Lawrence Priddy of New York dispensed an abundance of enthusiasm at the regular meeting of the Central Pennsylvania association held at the Engineers Club, Harrisburg, on February 2.

For some time the local underwriters had been making elaborate preparations for the entertainment of the national officials. As a result there was an attendance of about 60 members and guests. Mr. Priddy, who was called upon as

the first speaker, gave a very forceful talk on the advantages of association work. He also referred to many legislative activities in which the National Association was actively interested.

President Woods spoke on salesmanship. He laid great emphasis on the fact that a life insurance man who followed his calling in a proper manner performed a service in the interests of his clients. He cited many instances from which he drew comparisons between the order-taker and the real salesman. Among the other speakers were Wm. M. Duff, ex-president of the Pittsburgh association, and W. V. Kenney, president of the local association.

#### Philadelphia

The visit of National President Edward A. Woods and National Vice-President Lawrence Priddy of New York, to Philadelphia was the signal for a good old revival meeting in the Quaker City. The enthusiastic reports from that city indicate that the National visitors carried with them a carload of pep and enthusiasm. All this happened at the annual meeting which was held on Thursday, February 3.

Eugene O. Mosier, general agent of the Equitable, was elected to the presidency, with J. W. Clegg of the Penn Mutual, Thomas L. Fansler of the Northwestern Mutual, and Arthur D. Murphy of the Home Life, as vice-presidents. A. Rushton Allen of the Provident Life & Trust was elected secretary, while Clarence A. Wray of the Home Life will look after the finances of the association. With these men in charge of the administration, it is predicted, the association activities in Philadelphia will rush head-on for the high tide mark.

The principal speakers were President Woods, Vice-President Priddy and Edward J. Cattell, statistician of the city of Philadelphia.

Mr. Woods' address had to do with salesmanship. He dwelt at length on the fact that the development of expert salesmanship in life insurance had not kept pace with development in other lines of business. The speaker referred to the salesmanship research now being conducted by the Carnegie Institute of Technology at Pittsburgh and the benefits which are bound to come to the life underwriters of this country from this investigation.

Mr. Priddy simply opened up the "ginger jar" and dispensed cold facts he had experienced during his years of association work. He dwelt on the work which the New York association is trying to accomplish. He made a thrilling appeal for the general resistance by all local associations to the putting out of cut rate special contracts by any company. Furthermore, he expressed his own willingness to fight any company issuing a policy with a loading sufficient to provide for the business on its own merits and pay a reasonable commission to the agent.

Mr. Cattell was referred to as an encyclopedian of Philadelphia facts, and is doubtless entitled to that title. He is a splendid after-dinner speaker and contributed his share of entertainment to the local underwriters. There were more than 100 members and guests present at the meeting. More than a dozen new members were elected.

The following were elected to the executive committee: H. O. Chapman, Prudential; J. H. Glenn, Mutual Benefit; W. A. Smalley, New England Mutual; Chas. A. Foehl, Prudential; E. P. Langley, Equitable; O. F. Lenhardt, Travelers; C. M. Hunsicker, Fidelity; Earl V. Dean, New York Life; Louis F. Paret, Provident; Jos. C. Staples, Pacific Mutual; H. W. Dickinson, Sun Life, and Harold Pierce, New York Life.

#### Pittsburgh

The completion of thirty years of association history was recorded in the annals of the Pittsburgh association on January 22. The occasion was celebrated most befittingly by more than 125 of the local life underwriters. It was the annual meeting of the association and was held at the Fort Pitt Hotel.

The following officers proposed by the nominating commit-



# THE TRAVELERS INSURANCE COMPANY

## HARTFORD, CONNECTICUT

*L. F. BUTLER, President*

**The Largest Company in the World Writing Accident and Workmen's Compensation Insurance and the Leading Company Writing Guaranteed Low Cost Life Insurance**

### FINANCIAL CONDITION JANUARY 1, 1916

Assets - - -	\$104,159,108	Life Insurance in Force -	\$394,815,205
Reserves and all other Liabilities	90,350,306	Increase in Life Insurance	
Capital and Surplus -	13,808,802	in Force - -	46,225,412
Paid Premiums for Life Insurance - -	10,911,807	New Life Insurance Paid for in 1915 - -	78,421,455
Paid Premiums for Accident and Health Insurance	4,974,426	Increase in Life Insurance Paid for 1915 - -	18,909,951
Paid Premiums Workmen's Compensation and Liability Insurance - -	10,236,848	Total Income 1915 -	30,699,757
		Paid for Prevention of Accidents by Inspection	2,537,506
Total Payments to Policyholders, \$162,931,650			

# THE TRAVELERS INDEMNITY COMPANY

## HARTFORD, CONNECTICUT

**Steam Boiler and Flywheel, Property Damage and Collision, Burglary and Plate Glass Insurance**

### FINANCIAL CONDITION JANUARY 1, 1916

Total Assets - -	\$2,927,712	Paid Claims 1915 -	\$404,024
Reserves and all other Liabilities	1,351,765	Paid for the Prevention of Accidents by Inspection	
Capital and Surplus -	1,575,947	1915 - - -	99,752
Added to the Reserve for the Protection of Policyholders 1915	205,413	Total Income - -	1,335,406

tee were unanimously elected for the ensuing year: President, A. S. E. Kinsey of the Metropolitan; vice-presidents, Lawrence C. Woods of the Equitable and W. C. Cotton of the Pittsburgh Life; treasurer, F. W. Hubbard of the New York Life; secretary, James H. Campbell of the Northwestern Mutual. Executive committee: J. C. Biggert, W. M. Wood, L. K. St. Clair, T. J. Danner and W. M. Furey.

The retiring president, Charles K. Brust, introduced former National President Charles W. Scovel as toastmaster. In his introductory remarks Mr. Scovel voiced his personal sentiment that some motto should be adopted by the association. His recommendation, "Above the Companies, Life Insurance," was unanimously adopted.

After several business matters had been dispensed with Mr. Scovel introduced Dr. John Thomas Holdsworth, Dean of the School of Economics, University of Pittsburgh, as the principal speaker.

In opening his address, Dr. Holdsworth went somewhat into detail on the question of the life insurance course now being started for the second time at the University. He explained the time and expense that they had gone to to prepare this course and felt it was one of the few courses of life insurance instruction being offered to the country, that not only was being taught by the regular professor in the school but was also being addressed by a practical life insurance salesman. Dr. Holdsworth then took up the economic conditions of the country and stated, among other things, that a war bringing with it "such destruction as that going on today, can never bring permanent prosperity to any country."

"Bigger profits may come to munitions plants and to purveyors of those foods which the people of belligerent nations cannot raise; it may mean bigger dividends oftener declared, but that apparent prosperity is only apparent.

"The warnings of men such as Judge Gary are timely.



**Sixty-Fourth Annual Statement**  
of the  
**Massachusetts Mutual Life Insurance Company**  
Springfield, Mass.

Year Ending December 31, 1915  
On the basis of Paid-for Insurance

Income	
Premiums,.....	\$12,185,959
Interest, rents, and all other income,.....	4,563,953
Total income,.....	<u>\$16,749,912</u>
Disbursements	
Death claims and matured endowments,.....	\$4,208,297
Surrendered and cancelled policies,.....	2,007,642
Dividends to policyholders,.....	2,471,088
Other payments to policyholders,.....	7,345
Total payments to policyholders and beneficiaries,.....	<u>\$8,694,372</u>
All other disbursements,.....	2,900,814
Total disbursements,.....	<u>\$11,595,186</u>
<b>Total Assets,</b> .....	<b>\$86,896,603</b>
<b>Total Liabilities,</b> .....	<b>80,463,319</b>
<b>Surplus, December 31, 1915,</b> .....	<b><u>\$6,433,284</u></b>
<b>New insurance paid for in 1915, 19,155 policies,</b> .....	<b>\$45,444,342</b>
<b>Insurance in force December 31, 1915, 165,462 policies,</b> .....	<b>374,415,941</b>
GAINS	
<b>In Assets,</b> .....	<b>\$5,307,819</b>
<b>In new insurance,</b> .....	<b>3,282,430</b>
<b>In insurance in force,</b> .....	<b>23,412,679</b>

JOSEPH C. BEHAN, Superintendent of Agencies

We are bound in the end to bear a heavy burden of taxation and of higher cost of labor and of capital because of the folly of another people. For the world to-day is a unit and no part of it can be ruthlessly destroyed without affecting the rest. There won't be a shred of any commercial treaty left in Europe after the war. The allies and the Teutonic nations all realize this and are making adequate preparations for the coming changes. Is America doing so? If we are, then it is none too soon; none too soon to make preparations for the expansion of financial facilities, none too soon to cement better trade relations with our neighbors, whether they be to the south, in the Latin-Americas, or to the north, in Canada."

Dr. Holdsworth declared also that America must have military preparedness; that this war has taught that contentment in peace is not sufficient. He ended with a plea for life insurance.

Prof. Ira G. Flocken, of the University of Pittsburgh, explained the course on insurance at the University which is to open soon under the auspices of the Underwriters' Association.

The meeting was closed with a "Question Box" session lasting over an hour, with various questions read aloud by the toastmaster and answered by the diners.

#### Puget Sound

R. C. Stuart of Seattle, representing the New York Life in that city, was elected to the presidency of the Puget Sound association at the annual meeting which was held at the Commercial Club on Monday, January 3.

Acceptances from more than 250 members and guests were received. It was declared to be by far one of the most enthusiastic meetings held by the local association. President Zuccallo of the University of Washington, Charles H. Lilly, the most heavily insured man in the Pacific Northwest, W. Dwight Mead and President Stuart were the principal speakers.

In his inaugural address President Stuart reviewed the organization's growth from a small body to a powerful and influential association. He lauded the work of some of the earlier presidents, with particular attention to the accomplishments of W. Dwight Mead of the Mutual Life, who was instrumental in placing a chair of insurance in the University of Washington, and who also greatly augmented the membership in the association.

President Stuart told of the fight of the association against debt and how all obligations have been met and the association put on a sound financial basis.

The efforts of the association were directed toward the prevention of hostile insurance legislation in the State of Washington last year and proved very successful, as bills which would probably have driven the companies from the State of Washington were defeated. The educational campaign conducted by the association is credited with this victory for insurance.

The newly elected officers of the association are: R. C. Stuart, New York Life, president; C. C. Thompson, Metropolitan Life, vice-president; P. B. Duren, Union Mutual Life, secretary; W. A. M. Smith, Mutual Life, treasurer.

#### Rhode Island

The annual meeting and banquet of the Rhode Island association was held at the Narragansett Hotel, Providence, on January 11. The following officers were elected for the coming year: President, George H. Collett; vice-president, Clinton C. White; secretary, Albert E. Leach and treasurer, Frank M. Donnelly. The executive committee in addition to the officers, is composed as follows: Seminole L. Power, Herbert M. Wheaton, H. Augustus Kendall, George M. Parke, Maurice H. Stearns, James G. Blaine, Jr., and Francis A. Crum. C. C. Gleason was awarded the cup offered by Frank M. Donnelly for the best essay on "The Art of Selling Life Insurance," winning the honor over five other contestants.



JANUARY 1, 1916

SIXTY-SIXTH ANNUAL STATEMENT

## NATIONAL LIFE INSURANCE COMPANY MONTPELIER, VERMONT

Assets (Paid-for Basis)		Liabilities (Paid-for Basis)	
U. S., State and Municipal Bonds..	\$21,283,420.10	Insurance Reserves.....	\$47,507,194.00
(At Market Value Dec. 31, 1915)		Annuity Reserves.....	5,535,302.00
Mortgages, First Liens.....	28,402,064.75	Extra Reserves.....	138,725.76
Policy Loans and Premium Notes...	10,626,804.50	Trust Fund Reserves.....	263,723.00
Real Estate, Book Value.....	230,500.00	Policy Claims under Adjustment...	200,250.66
Cash in Banks and Office.....	959,793.93	Other Liabilities.....	118,158.48
Interest and Rents due and accrued.	1,461,154.16	Taxes payable in 1916.....	192,109.18
Deferred and Unreported Premiums.	862,713.46	Dividends Due and Unpaid.....	60,642.76
Due from Agents.....	2,254.08	Dividends payable in 1916.....	1,446,385.81
		Deferred Surplus.....	4,543,560.36
		General Surplus.....	3,822,652.97
<b>TOTAL,</b>	<b>\$63,828,704.98</b>	<b>TOTAL,</b>	<b>\$63,828,704.98</b>

### 1915 RECORD

Largest Paid-for Issue	-	in history of Company	\$23,312,000.
Largest Premium Receipts	"	"	6,738,000.
Largest Payments to Policy-holders	"	"	6,859,000.
Largest Interest Income	"	"	3,047,000.
Largest Dividend Payments	"	"	1,324,000.
Largest Dividends Payable (Set aside for Payment in 1916)	"	"	1,446,000.

### MUTUALITY

The National Life is a purely mutual company, now entering upon its sixty-seventh year. All of its property belongs to the insured. There is no stock, and the Company issues only participating policies. It has paid policy-holders since organization \$77,468,540.15, which, with assets to their credit, is equal to 106.98% of the premiums received.

### PROGRESS IN THE LAST TWENTY-FIVE YEARS

JAN. 1	INCOME	ASSETS	SURPLUS	INSURANCE IN FORCE	JAN. 1
1891	\$ 2,102,295	\$ 6,810,025	\$ 894,421	\$ 46,362,301	1891
1916	\$10,385,260	\$63,828,704	\$3,822,652	\$200,987,121	1916

### Richmond

Committees were appointed at the January meeting of the Richmond, Virginia, association to arrange for the annual meeting and banquet to be held the evening of the second Monday in February.

The January meeting proved to be one of the most interesting the association has held in some time. More than the usual number of members were present, and a very lively interest was displayed in the discussion. Additional members promised to attend the District Life Congress to be held in Washington the latter part of February at the time the mid-winter session of the Executive Committee of the National Association is held. Endorsement was given the movement to ask all life companies to refuse to write insurance for any man who accepts a rebate or enters into an agreement to do so. The proposition came up in the shape of a communication from the New York association which requested favorable action by the local underwriters.

### Roanoke

An important meeting, from the standpoint of ideas advanced, was held by the Roanoke association January 16, when fifteen solicitors, managers and general agents discussed points "for the good of the order." Following a dinner, President Brooks Marmon opened the discussion and introduced Robert H. Angell, of the Shenandoah Life, who stressed the point that the insurance business is like any other business in that some one must mould public sentiment into a recognition of the profession and its principles. The best way to mould that sentiment, he said, is to insist on high ethics. Influence of the personality of representatives on the insurance business was stressed by S. B. Rhoades, of the National Life of Vermont, who was of the opinion that a man owes it to himself more than to his client to conduct his business on a high plane. W. D. Coppridge, another speaker, urged systematic co-operation and the elimination

of selfishness and its abuses. W. K. Davis emphasized the value of the get-together spirit.

### St. Louis

William E. Bilheimer was re-elected president of the St. Louis Association at the annual dinner at the Washington hotel recently. The other officers chosen are: William King, first vice-president; F. B. Miller, second vice-president; J. C. Wittmond, secretary, and George Barnes, treasurer.

George E. Black, F. N. Cheney, J. W. Estes, F. B. Patton and George Dyer were elected members of the executive committee. At the monthly meetings of the association during 1916 discussions on the subject of "Salesmanship with a View to Benefiting the Members" will be a feature. The National Association will hold its convention in St. Louis, September 19, 20 and 21, at which this organization will be the host.

### Salem, Oregon

Twenty charter members with "lots of enthusiasm," as the newly elected vice-president puts it, made the organization of the Salem, Oregon, association an interesting affair for the local underwriters. The officers of the new association are: President, A. H. Gage, of the Prudential; vice-president, C. H. Pruner, of the Mutual Life of New York; secretary-treasurer, W. C. Dyer, of the Missouri State Life. Executive Committee—George E. Schaefer, of the New York Life, and B. A. Palzin, of the Western States Life. The new body will affiliate with the National Association.

### San Francisco

Sixty-five members and guests attended the annual banquet of the San Francisco association at the Palace Hotel on January 25, which marked the close of one of the most successful years in the history of the organization. An excellent menu, an attractive musical program rendered by the University of California quartet and Harold Parish Williams, a talented soloist, and a number of interesting talks, combined to make



The following officers were elected: President, S. L. Haynes, Union Central; vice-president, J. W. A. Staudt, Royal Union Mutual; second vice-president, G. W. Mobarry, Metropolitan; secretary, C. J. Johnson, Northwestern Mutual; treasurer, G. A. Leonard, Travelers. Executive committee—S. L. Haynes.



C. J. Johnson, G. W. Mobarry, V. B. Fridley, Prudential; J. W. A. Staudt.

#### Syracuse

The twelfth annual meeting of the Syracuse association was held at Hotel Wolcott on January 22. Following the banquet and speech by the Rev. John M. MacInnis, Ph.D., pastor of South Presbyterian Church, the following officers were elected: President, George A. Burnap of the Prudential; first vice-president, William G. Marot of the Equitable; second vice-president, George D. Petrie of the Germania; secretary, C. J. Kirkland of the Northwestern Mutual; treasurer, G. Russell Churchill of the Aetna. Executive committee: Henry E. Johnson of the Mutual Life, Henry Phillips of the Northwestern Mutual, E. E. Rust of the John Hancock Mutual, and Fred B. Northrup of the Travelers.

#### Tacoma

The annual meeting of the Tacoma association was held December 29 at the Olympus Hotel, with about thirty members present. Carl F. Widmann, the retiring president, gave an interesting talk covering the work done by the association during the past year. The secretary's report showed 31 members in good standing.

The following officers were elected for the ensuing year: President, Arthur Finley, Penn Mutual Life; first vice-president, Harry Pelletier, Travelers; second vice-president, Wm. Peterson, Northwestern Mutual; secretary, J. D. Dole, The Prudential; treasurer, F. A. Nyhart, Penn Mutual Life.

The association during the last year, it was pointed out, has made considerable progress in the matter of elimination of unscrupulous agents. In the discussion of the meeting, it was stated that life insurance has grown to such proportions in the finance of the country that no favoritism can be shown to the heavy insurer over the man who carries only \$1,000 of insurance, the laws of the state having become so strict in all respects.

At the January 27 meeting of the Tacoma association Lester A. Biggle of the Prudential and Clyde H. Twiss of the West Coast Life gave out some interesting statistics concerning industrial insurance. The Tacoma association, it has been announced, is trying to bring the industrial and ordinary life salesman closer together.

#### Central Texas

At the annual election of the Central Texas association of

## The Equitable Makes Experts of Its Agents

Nowadays the successful life insurance salesman must be a thoroughly trained expert, and the success and prosperity of the agents representing

## The Equitable Life Assurance Society of the United States

has been largely due to the fact that the company recognizes the importance of educating its field workers.

The salesmen connected with every Equitable agency are carefully trained and assisted. Among other things

### A Correspondence Course in Life Insurance

is conducted by one of the senior executive officers, for their thorough instruction.

This course consists of 3 preliminary lessons (which may be taken by outsiders) and 27 Regular Lessons (exclusively for representatives of the Society).

One unique feature is that after the student has answered the questions asked in connection with each lesson, the officer in charge of the course sends him *official answers* to the same questions. This enables the student to check himself off by comparing the answers made by him with the official answers subsequently received from the Society.

## Satisfied Policyholders

The constant line of applicants  
for **ADDITIONAL** insurance in the

## JOHN HANCOCK

shows that its members have

**GOOD JUDGMENT**

**TIE UP WITH THE COMPANY MAKING**

**SATISFIED AGENTS**



## WILLIAM N. COMPTON

General Agent Metropolitan District

**ST. PAUL BLDG. 220 BROADWAY  
NEW YORK, N. Y.**



## THE STORY OF THE CONVENTION

That is the title of the official proceedings of the Eighth Annual Convention of the **Life Underwriters' Association of Canada**, held in Toronto last September.

The official proceedings contain many novel and interesting discussions of immeasurable value to the life underwriter. "**The Story of the Convention**" has been described as "A Real Gem," by Sir George E. Foster, Canadian Minister of Trade and Commerce.

Copies can be purchased at fifty cents each, mailed free throughout the United States, from

**J. H. Castle Graham**  
**LIFE UNDERWRITERS NEWS**  
 3 Robins Bldg.  
 TORONTO, CANADA

Waco the following officers were elected for the ensuing year: President, J. S. Shaw, Southwestern; first vice-president, Dr. A. Suhler, State of Indiana; second vice-president, C. C. Edwards, Southern Union; secretary-treasurer, C. P. Link, Southern Union; chairman executive committee, Tom Paynor, agency manager Southern Union. The other members of the executive committee were left to the selection of the chairman elected, and the president and secretary.

Five-minute talks on how to close prospects are also in prospect for future meetings. The association took the broad view that a life man gets more than he gives in any event by discussions in salesmanship, and that such discussions are of great value, not only to the young agent, but to the oldest, most experienced salesman in the organization.

Another step of interest was a resolution directing the secretary to correspond with home offices of agents who are not members of the association, stating the fact that such agents are not affiliated, and asking that influence be brought upon them to unite in the work.

### North Texas

Closing the old year with a big increase in its membership, in spite of the transfer of nearly half of its members during the year to other associations, the North Texas association expects to do big things during 1916. It had 100 members at the beginning of 1915. It transferred 49 and had 142 left at the close of the year. It expects to put on enough to bring the total over 200 by spring.

Its new officers include some strong men in the profession, all of Dallas, the headquarters of the association. Included are the following officers: President, A. C. Bigger, superintendent of agents, Southwestern Life; secretary-treasurer, Ben Thorp, Texas manager, Federal Life; executive committee, S. H. Childs, Texas manager, National of U. S. A., chairman; L. A. Boli, Jr., state manager, Volunteer State; C. C. Webb, city representative, Aetna; Joseph Rhea, Southwestern, and Abe Rosenbaum, manager, Pacific Mutual.

As it is one of six associations in Texas, it is limited as to territory from which to draw its membership, but in co-operating with the other associations is doing some fine work, and bids fair to continue doing so.

## SALESMANSHIP

Is the Foundation of Your Success As a Life Underwriter.

By a Happy Combination of Circumstances, We Are Now in a Position to Offer the Following:

**Special Club Subscription Rate**



"SALESMANSHIP"—A Monthly Magazine Entirely Devoted to Salesmanship. Regular Subscription Rate is \$1.50 a Year.

"LIFE ASSOCIATION NEWS"—A \$2.00 Journal Selling at \$1.00 a Year.—"The Magazine That Put Life In Life Insurance."

**Both Publications For One Year at the Special Cut Rate of \$2.00**

### South Texas

The South Texas association is a lusty infant that is certainly going to make good, according to Warren R. Ellis, former secretary, who was promoted to the presidency this month. It is only a year old, but it is alive and is working hard toward better things in a business way. Just at present the body is fighting some irregular practices, declared to be damaging the business in the vicinity of Houston, the domicile of the association.

The new officers just elected include the following: President, Warren R. Ellis, Volunteer State Life; first vice-president, R. A. Henderson, Kansas City Life; second vice-president, J. E. Porter, National, U. S. A.; secretary-treasurer, Carl T. Prime, Great Southern; executive committee, C. W. Nekson, chairman, Great Southern; Max Westheimer, Pacific Mutual; J. F. Wellington, Great Southern; Guy MacLaughlin, Franklin; J. Frank Montgomery, American National. The committee heads include: Program committee, J. Frankel, Pacific Mutual; publicity committee, R. M. Colquitt, Guarantee of Houston; membership, Guy MacLaughlin, Franklin.

### Toledo

The annual meeting of the Toledo association was held at



the Commerce Club in this city on Monday, February 7. J. E. Alvord was elected first vice-president, D. A. Leonard second vice-president and R. L. Donaldson secretary and treasurer.

A very enjoyable and enthusiastic meeting was held and five new members joined the association. The first papers in the study of S. S. Huebner's text-book on life insurance were delivered at this meeting. A thorough study of this book by the association will be carried on during the winter meetings.

#### Utah

The Utah association on January 27 passed the eleventh milestone of its career. Heretofore it has been the custom to celebrate the occasion with a banquet. This year this formality was dispensed with and the members and their ladies along with several guests were entertained by President D. H. Livingston and Mrs. Livingston at their beautiful new home.

# AMERICAN CENTRAL LIFE

Insurance Co.

INDIANAPOLIS, IND.  
Established 1899

HERBERT M. WOOLLEN  
PRESIDENT

The evening was spent in card playing and dancing. A Dutch luncheon was served later in the evening. A feature of the evening's entertainment was a roll call, each member answering with an original sentiment. The ladies enjoyed this feature immensely.

Immediately upon the arrival of the guests, they were seated in the library, where for twenty minutes a model regular meeting was held. C. D. Kipp, chairman of the entertainment committee, presided and called upon President Livingston and the other members of the association for short speeches.

At the end of twenty minutes a full orchestra entered the library, and dancing was indulged in by some of the members until the clock struck twelve. Card tables were provided in the drawing room. Sixty-five guests were present. It was voted one of the most enjoyable meetings ever held by the Utah association.

On Sunday evening, February 6, John Newton Russell, Jr., chairman of the Executive Committee of the National Association of Life Underwriters, accompanied by Mrs. Russell, came to Salt Lake City, and was met at the station by members of the executive committee of the Utah association, and escorted to the Hotel Utah, where an informal reception was held.

On Monday, a luncheon was served in the gold room of the Commercial Club, and members of the Utah association, about forty in number, were present to hear Mr. Russell's most excellent outline for the addition of new members to the Utah association.

## EQUITABLE LIFE INSURANCE COMPANY OF IOWA.

**\$100,000,000.00 OF  
INSURANCE IN FORCE**

J. C. CUMMINS, President Des Moines, Iowa

We reached our goal of \$100,000,000 insurance in force in 1915 because of the loyalty and concentrated effort of our splendid agency force.

Our men are rapidly increasing their incomes because  
EQUITABLE OF IOWA POLICIES  
SELL EASILY.

*Full Line of Policies—Low Net Cost—Large Annual Dividends.*



Organized 1868  
Assets  
\$32,604,612  
Surplus  
and  
Capital  
\$3,989,846

## The School for Salesmen of the

### Pacific Mutual Life Insurance Company

offers, free of cost, instruction and direction to prospective and new agents and gives them the right start in an attractive and remunerative business with an experienced and successful company.

*For full information write the company at Los Angeles, California.*

Good connections can always be made with our General Agents throughout the country.



He advised that plans were forming for the division of the United States into seven competitive districts; that the entire membership of the National Association is to be assessed a small amount per member for the purchase of seven loving cups to be competed for by the several association located in the districts.

He advised against the organization of associations in the smaller towns, and urged the securing of membership of agents located in the small towns in order to make one large flourishing association instead of several small languishing ones.

After the meeting, at which Mr. Russell was introduced by the president of the Utah association, D. H. Livingston, who presided, Mr. and Mrs. Russell were taken to the several points of interest in the town and were introduced to Governor Spry and Insurance Commissioner John James at the new Capitol building, and then were taken to the station for the 5.15 afternoon train, when Mr. and Mrs. Russell left on their way to Washington, D. C., to attend the mid-winter meeting of the Executive Committee of the National Association.

### Youngstown

Members of the Youngstown association held their regular monthly meeting on February 8, President Roy L. Hartzell presiding. The principal speaker was the Hon. A. O. Fleming, who was at one time a prominent life underwriter. Mr. Fleming emphasized the necessity of devoting years of endeavor in any line before real success could be attained.

The following committees were appointed by President Hartzell: Membership and Extension Committee—Sam Hankins, chairman, E. V. Clyde, T. C. Butler, Sigmund J. Yarmy, James Quinn, C. W. Hench. Reception and Introduction Committee—Myron Eckert, chairman, John Shaw, Sam Hankins, Samuel R. Drake, Harry W. Trout, Jacob Gottlieb. Legislation Committee—F. B. Hawkins, chairman, P. J. Burke, Elias Jenkins. Taxation Committee—R. R. Stamp, chairman, Geo. H. Stone, Alfred B. Leiby, Frank B. Kearney. Education and Conservation Committee—Leo Guthman, chairman, E. V. Clyde, W. B. Randolph. Press—W. B. Randolph, W. J. Murray.

## New England Mutual Life Insurance Company

BOSTON, MASSACHUSETTS.

Chartered 1835.

ALFRED D. FOSTER, President

### Financial Statement, January 1, 1915

Assets	-	\$70,163,011.03
Reserves	-	65,159,426.58
Surplus	-	\$5,003,584.45

For Policyholders and for Agents  
THE NEW ENGLAND MUTUAL  
is the Company of  
SUPERIOR SERVICE

GLOVER S. HASTINGS, Superintendent of Agencies

## Metropolitan Life Insurance Company

(Incorporated by the State of New York.)

THE COMPANY OF the People BY the People FOR the People

### PROOF OF PUBLIC CONFIDENCE

This Company, although it operates only in the United States and Canada, has more insurance in force than any other life insurance company in the world.

The number of policies in force is greater than that of any other company in America, greater than all the regular life insurance companies put together (less one), and can only be appreciated by comparison. It is a number considerably in excess of the combined population of Greater New York, Chicago, Philadelphia, Boston, St. Louis, Cleveland, Baltimore, Cincinnati, Pittsburgh, San Francisco and Kansas City.

### SIGNIFICANT FACTS

This Company's Policy claims paid in 1915 average one claim for every 45 seconds of each business day of eight hours and in amount \$242.01 a minute.

### The Daily Average of the Company's Business During 1915

639	per day in number of Claims Paid.	\$326,616.59	per day in Payments to Policyholders and addition to Reserve.
9,175	per day in number of Policies issued and revived.	\$146,602.49	per day in increase of Assets.
\$1,956,438.00	per day in New Insurance issued, revived and increased.	Insurance in Force	\$3,196,491,344.00

Full particulars regarding the plans of the Metropolitan may be obtained of its Agents in all the principal cities in the United States and Canada, or at its

Home Office: 1 MADISON AVE., NEW YORK

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105 WEST FORTIETH STREET

NEW YORK CITY



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THE  
PENN MUTUAL  
LIFE INSURANCE COMPANY  
OF PHILADELPHIA**

HAVE AN INSURANCE CONTRACT  
TO PRESENT WHICH IN THE SUM  
OF ALL ITS BENEFITS IS UNSURPASSED  
IT IS BEST NOT JUST ONE WAY  
BUT BEST ALL WAYS  
AND ALWAYS  
BACK OF IT IS A SIXTY-SEVEN YEAR  
REPUTATION FOR FAIR DEALING  
WITH ALL ITS POLICYHOLDERS WHETHER  
CONTINUING, WITHDRAWING, MATURING  
OR DYING

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for AGENTS who CAN DELIVER**

Men capable not only of writing applications but  
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our forces and can be advantageously placed.

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**The Provident Life and Trust  
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What is the Best Form of Policy?

*Write for Leaflet*

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Manager Insurance Department

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**1850**

**1915**

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Good men, whether experienced in  
life insurance or not, may make  
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Springfield, Ill.

**Capitol Life Insurance Company  
DENVER, COLORADO**

THOS. F. DALY, President

Gross Assets	- - - - -	\$1,885,010.71
Surplus to Policyholders	- - - - -	250,266.46
Insurance in Force	- - - - -	18,087,121.00

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Occasionally we have a general agency opening.

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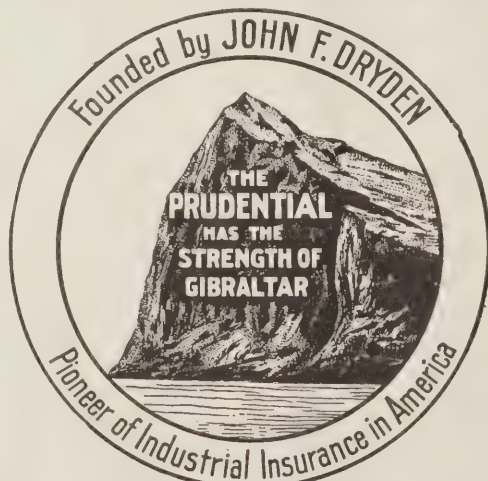
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Organized 1850

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Mutual

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General surplus substantially increased.  
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A good policyholders' company is a good company for the agent.

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**\$571,024**

The insurance in force was increased by \$4,533,420 and is now

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The Penn Mutual Life Insurance Co.,  
Germania Savings Bank Building.

**VIRGINIA.****Norfolk.**

RAYMOND R. RICHARDSON,  
General Agent,  
The Equitable Life Assurance Society,  
613-616 Bank of Commerce Bldg.

**Richmond.**

T. ARCHIBALD CARY,  
General Agent for Virginia and North Carolina,  
The Northwestern Mutual Life Insurance Co.,  
906 Times-Dispatch Bldg.

DIGGS & MOSELEY,  
General Agents,  
The Penn Mutual Life Insurance Co.,  
604-606 Mutual Bldg.

N. D. SILLS,  
Manager, Virginia and North Carolina,  
Sun Life Insurance Co. of Canada,  
817-818 Mutual Building.

A. O. SWINK,  
Manager for Virginia,  
Atlantic Life Insurance Co.,  
Suite 111-112, Mutual Assurance Society Bldg.

**WASHINGTON.****North Yakima.**

RICHARD A. O'BRIEN  
General Agent—Central Washington,  
The Travelers Insurance Co.,  
Life and Accident Dept.

**Seattle.**

WALTER C. HENRY,  
Manager,  
The Aetna Life Insurance Company,  
"The Aetna Corner,"  
Central Building.

**Spokane.**

CHARLES H. McCOY,  
Agency Manager,  
The Equitable Life Assurance Society,  
Empire State Building.

**WEST VIRGINIA.****Charleston.**

JOHN PATRICK,  
General Agent,  
Penn Mutual Life Insurance Company,  
804 Union Building.

**Huntington.**

DAN H. HOLTON,  
The Penn Mutual Life Insurance Co.,  
Rooms 19-21,  
Miller-Ritter Bldg.

**Wheeling.**

GEORGE BAIRD  
Manager,  
Mutual Life Insurance Co. of New York,  
Schmulbach Building.

**WHY** not have  
your name  
appear with the  
*Live Wires?*

CARDS **\$5.00** PER  
COST YEAR

## HIGHWAY ROBBERY

**That's What It Is!**

"Send the NEWS to my home.  
Some fellow in the office always  
swipes it."

We are constantly receiving letters  
as quoted above, or couched in  
words to the same effect.

It's a good idea. And incidentally,  
it impresses us that the NEWS  
is rather worth while.

Remember, it will cost you but  
one dollar to shoot twelve doses  
of energy, pep, and ginger into  
one of your agents.

**Just Think of It!**

**12 DOSES**

for

**\$1.00**





# New-York Life Insurance Co.,

346 & 348 Broadway, New York City

## To the Policy-holders and Public:

One year ago I stated that the European war would not have any material effect on our Company, notwithstanding the world-wide character of its business. I now confirm that statement by facts based on experience that includes twelve added months of war.

In life insurance the financial effect of mortality is expressed by the per cent. which the total actual death losses of the year bear to the expected death losses according to the tables of mortality adopted by the state for valuation purposes. Through a period of years this per cent. (disregarding fractions) has been as follows:—

1912	Actual death losses	76%	of the "expected"
1913	Actual death losses	73%	of the "expected"
1914	Actual death losses	73%	of the "expected" (5 months of war)
1915	Actual death losses	73%	of the "expected" (12 months of war)

In all the world, from the beginning of hostilities up to January, 1916, seventeen months, we had in all the membership of the Company 534 separate war claims.

During the year 1915:—

409	members of the Company	were killed in war
448	members of the Company	were killed by accident
707	members of the Company	died of cancer
772	members of the Company	died of pneumonia
950	members of the Company	died of tuberculosis.

A modern war cannot be localized. Electricity, steam, and the partial conquest of the air, have made the world so small that any great international upheaval shocks the whole of civilization. War under such conditions takes its toll impartially, and in these days the nation which is an "innocent bystander" suffers proportionately with the belligerents. This Company had, in seventeen months, war losses from seventeen countries, and what may be called AMERICAN LOSSES exceed those of any belligerent country except in two instances:

United States (including Lusitania losses)	\$112,000
Australia	29,000
Austria-Hungary	105,500
Belgium	23,000
Canada	49,000
Great Britain	84,000
Russia	76,000

Only in France and Germany have the totals exceeded those of our own country.

Life insurance isn't designed merely for times of peace. It would confess its inability highly to serve humanity if it did not measurably cover all the risk naturally incurred by healthy men.

DURING THE YEAR 1915 NO POLICY-HOLDER OR BENEFICIARY, WHEREVER RESIDENT, WAS DENIED A REASONABLY PROMPT SETTLEMENT OF ANY JUST CLAIM. WE HAVE IGNORED AND STILL IGNORE ALL MORATORIA, ALTHOUGH THESE REGULATIONS ARE INVOKED AGAINST US IN SOME PLACES.

In New Business we have made good the natural shrinkage on an outstanding business of \$2,347,000,000 at the close of 1914, and increased the total amount to \$2,403,000,000 at the close of 1915. Of the \$214,000,000 new business paid for in 1915 over \$200,000,000 was secured in the United States and Canada.

NO BOND ISSUED BY ANY BELLIGERENT COUNTRY AND HELD BY US WAS IN DEFAULT OF PRINCIPAL OR OF INTEREST AT THE CLOSE OF 1915.

THE INVESTMENTS OF THE YEAR (OUTSIDE OF LOANS ON POLICIES AND REAL ESTATE ACQUIRED THROUGH FORECLOSURE) WERE \$36,696,191.59 INVESTED TO PAY 5.13%.

Assets (market values) Dec. 31, 1915	\$822,917,849.85
Legal Liabilities, Dec. 31, 1915	699,353,383.57
Reserved (market values) for Dividends and Contingencies, Dec. 31, 1915	123,564,466.28
Income 1915	131,525,014.75
Paid Policy-holders in 1915	75,921,160.24

January 13, 1916.

DARWIN P. KINGSLEY, President.